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CONVENTION REPORT

• *Proceedings of the 46th Annual Meeting of the American Meat Institute*

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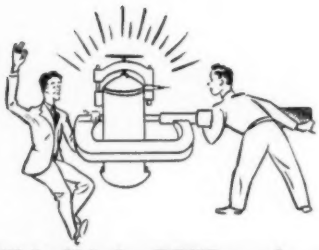

1. We'll build the BEST equipment.

Our primary job for four generations has been to build the best equipment in the world for sausage makers... Silent Cutters, Grinders, Vacuum Mixers, Stuffers, and many other special machines. We'll continue to keep this our number-one assignment.

2. When you need SERVICE, you get it... FAST.

We try to build machines that "last forever," but, once in a while, something wears out or gets broken. When that happens, you need parts in a hurry. We'll work day and night to make them and air-express them to you if they aren't in stock or can't be "borrowed" from a new machine.

3. We'll CHECK-UP ... often.

When a "Buffalo" representative calls on you, he isn't always looking for new business. In many cases he's there to check-up on equipment you've already bought from him. He wants to be sure that it lives up to the promises made for it. If something is wrong, he's there to correct it. We regard this as an ***obligation***.

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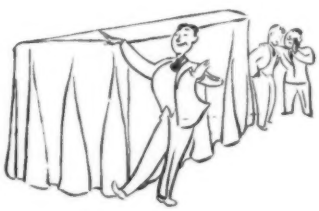
Our representatives are alert, well informed, and curious. They learn by asking questions wherever they go... questions that lead to discussions of problems you may have encountered. Chances are, the fund of knowledge and experience these men possess can save you time and money. We're glad to do anything we can to help you... from suggesting a better plant layout to specifying proper equipment.

Buffalo...
the best-known name in sausage-making equipment for more than 80 years

5. We'll keep up with the times.



We've kept a little ***ahead*** of the times for some eighty odd years, since many major improvements in sausage machinery were pioneered under the "Buffalo" label. In line with this, we pledge that...

...our development staff will be ready with new and better equipment long before you need it.

JOHN E. SMITH'S SONS CO.

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VOLUME 125 • OCTOBER 6, 1951 • NUMBER 14

THE NATIONAL Provisioner

Our 60th Year

TO THE READER:

The registration desks are gone, the exhibits have been dismantled, the meeting halls are empty, the programs are thrown away and the badges are discarded (except where they are gracing the bosoms of the conventioneers' small fry back home).

What have we left? Only a collection of speeches, candid camera pictures and the memories of hours spent at meetings and dinners and in hospitality rooms and exhibits?

No, we have something else and, even though it is intangible, it is very real. It is the realization that the industry has created in the American Meat Institute, and its annual meeting, an instrument through which all packers can cooperate for mutual gain, even while competing elsewhere in their business life. It is an instrument of cooperation *in the public interest,* as well as in the industry interest, inasmuch as the public—consumers, producers, labor and stockholders—ultimately benefits from the progress made by the meat packers.

Such an agency has not always existed. It did not exist fifty years ago. The first fumbling attempts at industry association in the late nineteenth century were characterized by heavy dinners, flowery speeches about very little and the tugging and hauling of individuals and cliques for exclusive benefits. At those meetings there was no E. E. Eckert to tell how his company was installing better concrete floors (page 168); no H. K. Gillman to tell how to cure bellies faster (page 170) and no A. B. Maurer to offer down-to-earth suggestions on gland salvage (page 137).

The convention program represented the Institute at work for the industry. If you wanted to know about the prospects for meat supplies for 1951-52, J. Russell Ives told you (page 177). If you were troubled about the availability of certain materials, R. M. Bleak gave you an expert's opinion (page 164).

Priorities and tax complexities are two problems that bother the packer today. Purchasing agents and accountants were shown how to meet them in better fashion by Don W. King (page 161) and R. A. Hoffman (page 184).

In the more general field of policy, meat packer George W. Stark drove home the point that the industry must think big in order to handle the bigger production job that lies ahead (page 106).

Meat packers are responsible citizens of their local and national communities. They were warned against the easy road to collectivism by Senator Everett M. Dirksen (page 209); Norris Carnes (page 230) and Representative Albert M. Cole (page 233). At the same time they were reminded by Edwin G. Nourse (page 248) that the control of fiscal and other governmental policies lies in the hands of those who elect Congress and the President.

Surely, the record breaking 4,200 persons who attended the convention went back to their companies better informed and equipped to meet the ordinary problems of running a meat plant and the extraordinary ones of shaping their own thinking and acts to meet the needs of the industry and the nation.

In the truest sense—thanks to chairman H. H. Corey, president Wesley Hardenbergh, the Institute staff and all the other participants—the forty-sixth annual convention represented the industry in thought and action.

THE EDITOR

General Sessions Opened With a Report by Chairman of the Board

State of the AMI

THE forty-sixth annual meeting of the American Meat Institute convened at 10:10 a.m. in the Palmer House, Chicago, on September 24, with H. H. Corey, chairman of the board of directors, presiding.

CHAIRMAN H. H. COREY: I want to give you a few of the highlights of the Institute's activities during the past year, and also mention some of the problems which we must face in the year ahead.

I think we can say that as an industry, heading up through the Institute, we have had a hard-working year. Instead of the usual general problems of public relations and so on, we have had a very specific problem, namely the problem of trying to persuade the American people, and particularly Congress, that controls on meat will *not* work and will intensify, rather than reduce, inflation.

Perhaps we have not worked as successfully as we might have, but as an industry, and particularly as the American Meat Institute, a lot of hard, persistent and effective work has been done, and as a matter of fact, remains to be done.

For a time, it appeared that, as a result of the combined efforts of the meat industry, controls on meat would be thrown aside. You and I know how much better that would be for the producer, the consumer and all of America. But the political difficulty of exempting only meat from a price control system that seemed politically expedient proved too much of an obstacle, and the law finally was passed leaving meat controls in effect.

It was a hard-pressed battle, and the American farmer, the American consumer, and all the in-between industry are better off because it was fought.

Indeed, I feel that the industry effort in connection with this vital issue is a patriotic undertaking. These cattle and meat price controls are the farthest reach yet of the kind of people who are envious and jealous of successful free enterprise and want to get their hands on it and change this country over into some kind of a replica of Russia.

I am just naive enough to feel that our effort, your effort, the trips to Washington, and all the other forms of "blood, sweat, and tears," are in the great concept of freedom and liberty and, in their way, are a worthy part of good American history.

H. H. COREY

You and I know that price controls on meat do not lower the price of meat, except as they may influence supply or demand. We know that supply and demand determine price. That is a daily, hard, practical fact with which we are all very familiar. But a belief still exists among some people that you can pass a law and determine a price. You and I know that, in connection with meat, such a law simply brings on a bootlegger's paradise when the artificial price is below the natural price determined by supply and demand.

That is not good! It isn't good to be tempted to break the law; to upgrade; to invoice wrong; to throw our great industry into a suspicious position. It isn't good for the honest retailer, either, to have to say "No" to the housewife customer.

Yes, it has been an effort in the interests of national morality as well as an effort in keeping America free in which you all have been engaged. We sustained a partial defeat but perhaps set the stage for a delayed victory. Anyway, we have a right to believe that many Congressmen now know more about the facts of our industry and of controls than they did before the industry effort was made.

WORK MUST CONTINUE

The situation calls for continued effort, a continued rounding up and working together of all the interests from livestock producer to meat retailer. It has been a very useful job for the meat team, a great show of strength by the Tinker to Evers to Chance combination. I mean, of course, the producer, the processor, the meat store proprietor, the marketing agencies and other groups of people doing an essential job in producing meat and getting it to the consumer.

I wish time permitted me to list all of the individual livestock organizations and farm groups, and the many others associated who with this industry have worked so effectively during the past year on legislative and other problems facing the livestock and meat industry, but the list is so lengthy I will not attempt to do this now.

One of our most valuable assets, which has helped and will continue to help us tell our story and give the public a better understanding of the facts about our industry, is the Institute's Meat Educational Program. There are, of course, two fundamental problems which we face. One is properly promoting our product—meat. The second is

INDEX TO THE GENERAL SESSIONS

General sessions were held on the fourth and fifth days of the convention. The speakers were:

Problems of the Industry and How the Institute is Meeting Them—H. H. Corey 104

Nutritional Research and Your Health — Dr. Frederick J. Stare 106

What's Ahead for American Business—Walter E. Hoadley, jr. 112

The Giant is Too Small—George W. Stark 114

It May be Later than You Think —Norris Carnes 230

Congress Looks Ahead—Representative Albert M. Cole 233

The Explosive International Situation—William M. McGovern 238

Who's Controlling Whom — Edwin G. Nourse 248

The State of the Union—Senator Everett M. Dirksen 209

the problem of having the services of the meat packers and the other members of the meat team better understood and better appreciated.

One specific part of this program which was developed during the past year is the motion picture film, "This is Life." This has become one of the most widely accepted educational films in the country and already has been shown to more than 1,200 groups, or a total audience of more than 150,000 people, including, in addition to our own members, many livestock and agricultural groups, civic groups, schools and colleges, women's clubs and many others. If you have not already seen this movie, you have missed a real treat and a real thrill.

I urge each of you to show this film to the members of your own organization and, also, to see that it is shown to the many different groups in your own locality who will be interested in seeing portrayed so vividly and dramatically the story of this industry and the services performed by meat packers and the other members of the meat team.

TO PRODUCE MORE MEAT IN 1952

Perhaps you will be interested in just a few highlights of the meat production outlook. The experts tentatively are predicting that the meat supply in 1952 will amount to about 23.7 billion pounds, as compared with 22.7 billion pounds in 1951. This would be 5 per cent larger than the estimated 1951 supply, and the largest annual meat production since 1944. On the basis of this estimate, it is expected that civilian meat consumption will equal about 146 pounds per capita, as compared with 144 pounds in 1951.

This expected increase in next year's meat consumption will be about equally divided between pork and beef. The 1951 pig crop, which will provide most of the pork supply for next year, is estimated by the government to be about 5 per cent larger than last year's pig crop.

With cattle numbers having been built up rapidly since 1948, next year's beef supply also is expected to show a moderate increase over the preceding year. However, I believe it would have been even larger had it not been for the uncertainties and confusion created in the industry during the past months as a result of OPS regulations.

Consumer buying power, which is the chief factor affecting the demand for meat, is expected to continue strong next year.

This upward trend in meat production, which has been under way now for three years, should continue for many, many years, in order to provide an adequate supply of meat for our growing population. This situation offers a challenge to all of us. We need more meat and we have the productive resources for producing more, if government controls do not interfere unduly.

To achieve this long-range objective, a growing, healthy, and efficient industry is essential. This industry performs a real service, not only to producers of livestock but to consumers of meat, at a very low rate of return to the owners of the businesses. Net earnings of this industry last year, as well as the average for the past 25 years, amounted to only one cent per dollar of sales. That one penny that the packing industry takes for itself for dividends and development from each dollar of sales was referred to from this same platform a year ago by John Holmes.

What an amazing fact it is that the amount is so low.

I am sure that if the American public could understand it and believe it, that would be a wholesome thing, indeed, both for the industry and the public.

Surely no government system, nothing from communism to welfarism, from Siberia to Washington, has been conceived that can get our great, useful job done as cheaply as that, with so little a charge upon the income dollar of the people.

And that job, or that function, if you like the word better, has been well done, too, as well as economically done, what with meat for the American people as attractive, as wholesome, as healthful as it is.

I want to urge each of you to use your Institute and its many services. The staff stands ready to be of real service to you in many ways. In the case of our company, the Department of Purchases has been very helpful in group buying of some items. A good, small example is light bulbs, gasoline, and oil. Then there are the chemical and research facilities.

The services of the Institute, therefore, readily fit into our picture. There are so many ways in which the Institute can be of help to you that I hesitate to try to mention them here. But make use of the Institute. I am sure that our own company will continue to lean heavily on it for vital information. I am sure that if you give the Institute a chance, it will be a great help to you.

Our first speaker this morning is vitally interested in meat and meat products and their relationship to good health and nutrition.

He does not concern himself so much with the economic factors which govern meat consumption as do most of us here, but he is tremendously interested in things which affect the proper consumption of meat and other foods. His outlook is that of the scientist, the specialist in nutrition, the man who makes it his business to find the causes of physical well-being, and the reasons for the illnesses that attack large segments of our population.

Our speaker is the chairman of the department of nutrition at Harvard university and senior associate in medicine at the Peter Bent Brigham hospital in Boston. He is also editor of the scientific publication, "Nutrition." He holds a Ph.D. from the university of Wisconsin and an M.D. degree from the university of Chicago. Before organizing the department of nutrition at Harvard university, he was on the medical staff of Barnes hospital in St. Louis.

I present to you Dr. Fredrick Stare, chairman of the department of nutrition at Harvard university. His topic will be, "Nutritional Research and Your Health."

"SAY CHEESE, PLEASE," is apparently the direction given these happy representatives, who are, left to right: Mike Baker, Berth. Levi & Co., Inc.; A. F. Versen, St. Louis Local Meat Packers Assn., St. Louis; Jacob Foster II, president, Foster Beef Co., Manchester, N.H., and J. E. Groneck, provision manager, Krey Packing Co., St. Louis.

AMERICAN MEAT INSTITUTE 1951-52 OFFICERS

H. H. Corey, president, Geo. A. Hormel & Co., was re-elected chairman of the board of directors of the American Meat Institute. **Wesley Hardenbergh** was re-elected president and **H. Harold Meyer**, president, H. H. Meyer Packing Co., was re-elected treasurer. **Homer R. Davison** and **George M. Lewis** were re-elected vice presidents and **Roy Stone**, secretary and assistant treasurer.

Two new board members were elected: **Herbert J. Madden**, vice president, East Tennessee Packing Co., and **C. V. Self**, president, H. L. Zeigler. All other directors were re-elected.

The vice chairmen of the institute are **A. W. Brickman**, Illinois Meat Co.; **F. W. Hoffman**, Cudahy Packing Co.; **John F. Krey**, Krey Packing Co.; **Chester G. Newcomb**, Cleveland Provision Co.; **Cornelius C. Noble**, Noble's Independent Meat Co.; **R. A. Rath**, Rath Packing Co.; **W. R. Schluderberg**, Wm. Schluderberg-T. J. Kurdle Co., and **W. R. Sinclair**, Kingan & Co.

Harvard Scientist Tells Packers What Their Product Does for Human Beings

Meat and Health

DR. FREDERICK J. STARE: "The contribution of the meat industry to human well being" is a very good statement, because I don't think there is any doubt whatsoever but that the meat industry has contributed very effectively to human well being.

There is no question but that our health is very importantly connected with the subject of nutrition and nutritional research. For these reasons, the disease that you and I probably are going to die of is one of the following four: arteriosclerosis, more commonly called hardening of the arteries; heart disease, most likely coronary heart disease; cancer; or high blood pressure. Those are the four diseases which are killing and probably will continue to kill most Americans for some time to come.

Now, all four of these diseases are very importantly and very directly related to nutrition and nutritional research. In addition to these four diseases, convalescence or recovery from most any type of illness is related very directly to nutrition.

I will give you one or two specific examples of how nutritional research is contributing to these four major killers of our time. But before I start giving specific examples, I will summarize our present concept of nutrition in terms of modern nutritional science. One can think of nutrition in terms of food—meat, potatoes and eggs—or one can think of nutrition in terms of the chemical components that make up food—the amino acids, the vitamins, the minerals, certain fatty acids.

SIXTY NECESSARY NUTRIENTS

So far, nutritional science has discovered approximately 60 specific nutrients that we need to be well nourished and which, from a practical viewpoint, we obtain from food. For example, there are some 22 amino acids; somewhere around 15 or 16, maybe 17, vitamins; there are 14 or 15 minerals that are necessary in normal nutrition. There are two unsaturated fatty acids. There is sugar. There is trichloride.

You can take all of these chemicals (and in the laboratory one actually does take all of the 60 chemicals), and

DR. STARE

by taking the proper amount out of this bottle and the proper amount from that bottle and mixing them all together, you will have a chemical or synthetic diet which can be fed to a young rat, chicken, pig, puppy dog or monkey, or even an infant; and the organism will grow and develop into a reasonably well-nourished animal.

But that is the cold-blooded side of scientific nutrition. It does not take into account, for example, that eating is one of the pleasures of mankind. Everybody likes to go out and have a good meal. The point I am trying to make is that, from the practical viewpoint, eating is a pleasure, people enjoy eating good food. But from the scientific viewpoint of experimental nutrition, we are interested in the ingredients of food.

I mentioned one could take a young pup or a rat or monkey (and the same thing has been done with infants), and they will grow pretty well. But there are a few things you can't do with a chemical diet. If you take a pregnant rat or a pregnant dog and put them on a purified diet, you do not get a good, healthy, normal litter. If you take a lactating animal and put her on a purified diet, the lactation is not as successful. If you take an animal that is wounded, an animal that may have an experimental fracture or burn, or an accidental burn, the covering of the burned tissue or the healing of the fractured bone will not take place nearly so well on a chemical diet as on a diet containing some natural foods, and particularly foods that are high in proteins such as any meat products.

Now, what does that mean? It simply means that there must be specific chemical substances in the food, in the high protein foods, the nature of which we don't know.

Practically every year a new nutrient is discovered. Where are the nutrients discovered? They are discovered in the foods. You probably have all heard of vitamin B_{12}, which I believe was discovered approximately three years ago and climaxes a most interesting search that began in Boston in about 1925. George Minot and Wendell Murphy found out that, by feeding raw liver to patients with pernicious anemia, they could treat satisfactorily the pernicious anemia. Ever since that time, scientists have been trying to find out what in raw liver was effective in pernicious anemia.

So we have liver extract being developed, and we purify it more and more. And then, finally, about three years ago, someone discovered a minute amount of material from liver which turned out to be a crystalline substance which has been given the name of vitamin-12. I have mentioned that simply as an example of the fact we are continually finding things in food that are necessary for health.

THE SCIENCE OF FOOD

We could simply summarize the science of nutrition by saying that nutrition is the science of food and the nutrients in food that are necessary for health. Scientists who have a lot of curiosity want to know what these nutrients do, why we need them, what happens if we don't have them, what is the method of their action?

I might give you one interesting example which perhaps not all of you know. That is, the element zinc is an essential nutrient. Now, everyone knows iron is necessary for the formation of hemoglobin, the red color in our blood. Everyone knows calcium and phosphorous are necessary for the formation of bones and teeth. But not too many people know that zinc is necessary.

For years people wondered, what does zinc do—why do we need it? It was found out not too many years ago that zinc is an important constituent of

an enzyme in the blood, a chemical component of the blood.

It is necessary for us to liberate or get rid of the carbon-dioxide. Everyone knows we take in oxygen, and that it is used to oxidize the foodstuffs in the blood. The end product of the metabolism of any material like sugar or fat or protein is carbon-dioxide, and when we exhale, most of the breath we exhale is carbon-dioxide. In order to rid our blood of the carbon-dioxide, we must have the specific enzyme which contains as part of its chemical structure—zinc.

Now, in a practical sense, when we get away from the vitamins and minerals, etc., where are we going to get good nutrition? Obviously, we get it from food. We can't get it from poor food in the drugstore for any length of time. We have to get it from good, wholesome food. That means meat, milk, eggs, fruits, vegetables, and cereals consumed in variety. In fact, I think the most important and most practical rule of nutrition is probably to eat a variety of foods. People who get in serious nutritional difficulties usually are people who, for some reason or another, get on a very faddish diet. They eat only this or that, and they get set. Variety in the selection of foods is a very simple and important rule.

Perhaps now I can go on with a few specific examples of the four diseases I mentioned. Some of these examples, will also illustrate how, in research, you never know for sure just what the results are going to be. Very frequently, you make findings totally unrelated to what you started out to do.

HARDENING OF ARTERIES

First of all, let's talk a few minutes about hardening of the arteries or arteriosclerosis, and let's speak of a type that, in medical literature, is called atherosclerosis. Atherosclerosis is the type of hardening of the arteries that is involved primarily in coronary heart disease. In this type of hardening of the arteries, the chemical compound known as cholesterol has been discussed and talked about for years and years, and still is being talked about, perhaps even a little more so.

Inside the blood vessels, the little blood vessels that go into the heart, in a person who has atherosclerosis, there is a deposit like rust, or more like those deposits which form inside pipes for hard water.

This deposit interferes with the free flow of blood. The occlusion or obstructions which form on the inside of the blood vessel contains a lot of cholesterol. Cholesterol is a constituent only of animal food. You never find it in plant food. So, the natural thing anybody would think of, if he has atherosclerosis or thinks he is going to have atherosclerosis, would be, better not eat any more cholesterol-containing food—no eggs, a minimum of animal fat. That was the teaching 10 or 20 years ago and still is the teaching of many of the medical people of this country.

THIS GROUP OF AGRICULTURAL EXPERTS includes Herrell DeGraff, professor, food economics, Cornell University, Ithaca, N.Y.; Clyde Spry, Iowa Secretary of Agriculture; W. M. Beeson, professor, animal husbandry, Purdue University, Lafayette, Ind.; Robert J. Norrish, and Col. E. N. Wentworth, director, livestock bureau, Armour and Company, Chicago; True D. Morse, president, Doane Agricultural Service, St. Louis, Mo., and Jerry Sotola, assistant director, livestock bureau, Armour.

About five, six or seven years ago, chemists, working on a problem entirely unrelated to atherosclerosis, discovered that the body tissues, primarily the liver, make cholesterol, that the body makes its own cholesterol. It doesn't make much difference, the cholesterol content in your blood is essentially the same whether or not you take a lot of foods containing cholesterol or eat no foods containing cholesterol.

ONLY WAY TO CUT CHOLESTEROL

From a practical viewpoint, there is only one way, I believe, in which the food cholesterol content can be decreased. That is by putting a person or experimental animal on a diet that is devoid of fat. That means it has *no* fat. It doesn't make a bit of difference whether it is animal or vegetable fat. The reason for that is that the molecule of fat seems to be the favorite building material from which the body, primarily the liver, makes cholesterol. If you take away that building material, the body finds it a more difficult job to make cholesterol.

To get an individual to stay on a fat-free diet (not a fat-low, but a fat-free diet), is a very difficult task. The most common diet that is fat-free is the so-called rice diet that is used experimentally, and is one of the treatments for high blood pressure. The rice diet is nothing but rice, cooked any way you want, so long as you use no fat. All the rice you want to eat, and all the fruit you want to eat, and all the sugar. Not even water; just fruit juice. If you add a little vegetable oil such as corn oil or cottonseed oil, any type of a vegetable oil, to this rice diet, this fat-free diet, the body immediately begins synthesizing some more cholesterol.

Therefore, from the little bit I know about the problem, from the experimental work we have done, I see absolutely no reason for restricting from the diet cholesterol-containing foods for individuals who have atherosclerosis, because there is no evidence it will reduce the cholesterol content of the blood. The difficulties that you get into when you restrict cholesterol-containing foods which are, from the practical viewpoint, meat and eggs, is inadequate nutrition. And I think the losses that one will sustain in good health and good nutrition by restricting the mainstays, you might say, of nutrition—those are far greater than any possible gain you might get.

An interesting new discovery was made in this field approximately two years ago, when an intelligent chemist out in the California Institute of Technology discovered, by means of the complicated and expensive scientific gadget called the ultracentrifuge, a combination of fat and protein which was thought to be characteristically present in the blood of individuals who have atherosclerosis. One of the difficulties of this type of hardening of the arteries is that there is no way of diagnosing it before an individual has coronary heart attacks. For all I know, I might have a coronary heart attack in five minutes or this afternoon. But no one can tell me, by the best examinations possible, whether I will or not.

PREDICTING HEART ATTACK

Now, this fellow out in California believes that, by determining this characteristic molecule in both the fat and the protein, you can predict pretty well whether any individual is going to have a coronary heart attack. If an individual has a high level of this protein, the chances are he will; if one has a low level, the chances are he will not have a heart attack.

The discovery of this chemist has provided one of the most important needs in this field. His laboratory, along with three others, of which ours is one, is studying this problem right now, thanks to the American Meat Institute, which furnished the funds for us to buy this instrument to make these determinations. The instrument cost about $20,000.

We are now making these measurements on large numbers of individuals.

What we hope to do, in the course of perhaps the next two, three or four years, is to be able to make determinations of these lipo-proteins in the blood of 5,000 people, people we can keep track of through their physicians or company medical service so that, if they have a coronary heart attack, we can be notified. We will then examine their record with respect to lipo-protein and the other materials we are interested in. Within the next four or five years we can then see if we can find any correlation between this particular molecule and atherosclerosis.

I would say that so far we have done slightly over 2,000 of these determinations, and so far we do not think this substance is going to turn out to be diagnostic for this condition. Only time can tell.

In other words, in this first-mentioned disease, atherosclerosis, nutritional research is vitally important and is playing an interesting and important role. And, on the basis of what we know today, the diet of the individual with atherosclerosis should be a diet that provides the best nutrition, which means a diet founded around meat and eggs and milk and fruit and cereals and vegetables.

PENALTIES OF OBESITY

The second specific example I would like to give you is, to a certain extent, related. It is that of coronary heart disease. Coronary heart disease is related to nutrition in two specific ways. One is through atherosclerosis, which I just mentioned. The second is the question of obesity. There is no question but that individuals who are obese or on the obese side, are much more apt to have not only coronary heart disease, but arteriosclerosis. The example I want to give you about coronary heart disease illustrates the ramifications of the nutritional research.

For years, our laboratory has been very much interested in the question of parenteral nutrition—feeding people by veins. You might wonder why you want to feed people by veins. Well, you don't want to, but sometimes you have to. If you have an individual who is wounded, in the army, say, whose mouth or esophagus or stomach is shot away, he has to be fed by vein until you can repair the damage. If you have an individual, a man in civilian life, who has cancer of the stomach, a relatively common disorder, the chances are that man will have lost 20 to 40 pounds of weight before the diagnosis is made or before he consents to have some surgeon remove his stomach. He is pretty weak. For two or three weeks following his operation, the surgeon wants to keep all food out of his gastrointestinal tract so his operative wounds will have a maximum chance to heal. But, you have to keep the poor fellow alive. You have to give him some calories, some energy. That is the importance of parenteral feeding. Now, the big stumbling block in parenteral feeding is how to give enough energy. About the only thing you can run into a person's veins in the way of nourishment today on a practical basis, is sugar and not too much sugar, and the more you run in, the more the kidneys excrete in the urine.

We can sum it up by saying that each of us in this room probably consumes on the average of 2,500 to 3,000 calories a day. If we have to be fed by vein, about the most we can keep in our body and not excrete in the urine, is about 800 to 1,000 calories. Let's say 1,000, a third of what you need. If you have already lost 30 pounds of weight and only get a third of what you need, you are not going to gain strength rapidly. And the only way that can be overcome is by figuring out a way to give fat by veins successfully.

That is one of our big projects. What does this have to do with coronary heart disease? Simply this: There is a fat soluble vitamin by the name of vitamin K_1. Vitamin K—this interesting material that was discovered perhaps 10 years ago, is the result principally of research at the University of Wisconsin by Carl Paul Link, in trying to find out what it was in spoiled sweet clover that caused cattle to bleed to death.

Out of that came vitamin K which is a water-soluble material. Now vitamin K_1 is a derivative of this water-soluble K, and it has a very interesting property. It seems very quickly to counteract this material which Carl Paul Link isolated from sweet clover and which has the name Dicumeral.

(Even though this sounds a little technical at the moment, I think it will all clear up.) When an individual has a coronary heart attack, his physician wants to do anything possible to prevent his blood from clotting, because a coronary heart attack is caused by coronary heart occlusion, which, in most cases, is caused by a blood clot forming in one of the vessels of the heart. If you survive this coronary heart attack, and the blood clot passes or gets stuck to the side of the vessel and out of the way so the blood will continue to go through—if you survive it (and most people do survive their first coronary heart attack), you want to do everything you can do for about a month to keep that clot from clotting, and then you are less likely of having another attack.

KEEPS BLOOD FROM CLOTTING

How do you keep blood from clotting? You take this drug called Dicumeral which Carl Paul Link isolated from sweet clover. You take Dicumeral in the hospital for two or three weeks or a month, and then you are discharged on a small dosage of Dicumeral, so your blood won't clot.

What happens if you develop an acute appendicitis or acute gall bladder or get out of the hospital and get in the way of a taxicab? If you start bleeding, your blood won't clot. Is there nothing to do except bleed to death?

This vitamin K_1, which is a fat, has the interesting property of very quickly nullifying the effect of Dicumeral.

We have known that for the last five or six years that there isn't any way you can give a fat effectively by vein. If you give vitamin K_1 by mouth, it works very slowly. If you inject it intramuscularly (and you can inject fats intramuscularly), it is only slowly absorbed. It would be nice if you could give vitamin K_1 intravenously, if you could make a very small emulsion, a very finely divided emulsion of vitamin K_1 and give it intravenously.

We had been working five or six weeks mixing emulsions of fat — not vitamin K_1 but emulsions of butter oil, corn oil, olive oil, cocoanut oil—as an experimental means to try to give wounded individuals calories. Why it took us seven years to think of this, I don't know. We suddenly thought: Why not make an emulsion of this vitamin K_1? It is a fat, too. Maybe then if we give that intravenously, we can wipe out the effect of Dicumeral, and a person's blood will clot.

That is exactly what we did about a year ago, and it really works like a charm. We can now prepare emulsions of vitamin K_1, of fat, which can be given intravenously, and which will completely knock out the effect of Dicumeral so that a person's blood will again clot in a matter of about 30 to 60 minutes.

That is a contribution of nutritional research to the treatment of coronary heart disease—making an emulsion of vitamin K_1 to negate the effect of this drug which is used in the treatment of coronary heart disease, in case a person being treated with coronary heart disease develops any kind of condition which involves loss of blood.

DRUG IS NOT AVAILABLE

This discovery was published in the medical literature only about three months ago. You can't buy the drug, because it is not available yet. Vitamin K_1 is made only by the Merck Chemical Company, who now are in the process of trying to expand their production of this material. I imagine in four or five months emulsion of vitamin K_1 will be available in every hospital and every pharmacy in this country.

In cities the size of Boston, with a half dozen large hospitals, at least once a week we are called upon in our laboratory to provide an emulsion of vitamin K_1 for some person who has had a coronary and who has been treated with Dicumeral. The patient develops an acute gall bladder or gets out of the hospital and into an accident and starts bleeding, and his blood won't clot.

The third example that I should like to give you is high blood pressure or hypertension. Here nutritional research has also contributed very importantly. Nutritional research and nutrition is related to high blood pressure primarily in two ways: one, through the avoidance of overweight, obesity, the

CAME EARLY, STAYED LATE

1. Caroline Cesario, *The National Provisioner*, and Giles J. Williams, animal feed and hide sales, Armour and Company.
2. Edward Foss Wilson, president; Thos. E. Wilson, chairman of the board; G. B. Thorne, vice president, and G. W. Reilly, director government contracts and controls, all of Wilson & Co., Chicago.
3. Gregory Pietraszek, *The National Provisioner*; R. W. Unwin, sr., assistant to the president, Reliable Packing Co., Chicago, and Vernon A. Prescott of the NP.
4. H. Dosterhuis, sales manager, Reliable Packing Co., Chicago; Leonard Slotkowski, vice president, and Joseph Slotkowski, president, Slotkowski Sausage Co., Chicago.
5. Joe Weber, manager, Chicago financial office; J. S. Austin, sales manager; T. H. Lee, manager, land and exports, Ottumwa, and H. T. Quinn, sales manager, Sioux Falls plant, all of John Morrell & Co.
6. Crosby Brownson, Lawrence Eisen, John Peasley, and Fred DiPasquale, Reliable Packing Co., Chicago.
7. L. C. Petty, sales manager, packaging division; A. E. Larkin, manager, packaging division; T. E. Colescott, manager, meat division, and R. D. Arney, manager, gelatin dept., Geo. A. Hormel & Co.
8. R. H. Maas, research chemist; Mrs. R. H. Maas, and R. A. Zielinski, packaging technician, Cudahy Brothers Co.
9. Mrs. and Edward T. Clair, president, Republic Food Products Co., Chicago, with grandson, Randy Clair.
10. Emerson D. Moran, sausage consultant, Madison, Wis.; Leon K. Manaster, Pacific Coast manager, Dubuque Packing Co., South San Francisco; Murray Sherman, vice president, Columbia Packing Co., Boston.
11. Andrew Rowe, Paris Provision Co., Paris, Ill.; Mrs. Andrew Rowe, and Wilbur H. Turner, The Heekin Can Co.
12. Stanley Adams, public service; E. K. Wetzel, vice president; M. E. Turner, trainee, and Paul J. Bruch, comptroller, all of Stark, Wetzel & Co., Indianapolis.
13. Herbert Slatery, jr., vice president; G. R. Garner, vice president, and Mrs. H. D. Anderson, purchasing agent, all of East Tennessee Packing Co., Knoxville.

other is through the avoidance of excessive use of salt.

There isn't any question today but that the most successful treatment of high blood pressure is to put an individual on a diet extremely low in sodium. This means the avoidance of salt or products made with baking soda.

On the question of obesity, there isn't any doubt but that individuals who go through years with 20 or 70 extra pounds that they must carry around with them, present a much harder job for their heart, plus the fact that individuals who are obese outwardly are also obese inwardly. By that, I mean there is fat on the inside of their blood vessels, in the linings of their blood vessels. If, on the inside of the blood vessel, they have an extra 1/32 in., it is a more difficult job to push the blood through those vessels.

I might mention, in connection with high blood pressure, one fallacy that is related to nutrition. It was thought 10 to 20 years ago that an individual with high blood pressure should avoid high protein diets and particularly so-called red meats (whatever they are).

NO EVIDENCE AGAINST MEAT

There is no evidence to support that statement. There is no evidence that high protein diets are bad or contra-indicated for individuals with high blood pressure, and there is no evidence that protein from meats or red meats is contra-indicated. An individual with high blood pressure can be treated successfully by dietary means on diets that include moderate amounts of protein or average amounts of protein which would be 70 or 80 grams a day. I should add that the dietary treatment of high blood pressure is successful in approximately 50 per cent of the individuals who have high blood pressure. This is about the same percentage of success as that gained in treatment by drastic surgical procedures, involving cutting of many sympathetic nerves.

Now for two examples of the last-mentioned disease which you and I may have some day—cancer. Here are two examples of what nutritional research is doing (and it is playing a very important role). One of them involves these fat emulsions again. For 10 or 15 years it has been known that there are certain chemical substances which, when applied to animals, can induce experimentally a cancer. I think one of the first leads to that type of research was this: For many years people in research have known that chimney sweeps always have been more susceptible than the average person to cancer of the lungs.

Out of the soot and stuff you found in a chimney sweep's lungs, have been isolated certain characteristic chemicals—hydro-carbons—which can cause cancer. For the last 10 or 15 years, cancer researchers have been taking some of these carcinogenic chemicals, cancer-producing chemicals, and putting them on the skin of animals thus causing cancer in about four or five or six months.

It so happens that every single cancer-producing chemical is a fat soluble material. You put it on the mouse by dissolving it in a little cottonseed oil, shaving off the hair of the mouse or rat, and applying the stuff with a brush or toothpick. You apply the material twice a week for 10, 15 or 20 weeks, and you get cancer.

The point I emphasize in this story is that every cancer-producing chemical is soluble in fat. After seven years, our brains finally clicked. We wondered, why not take some of these cancer-producing chemicals, dissolve them in fat, make an emulsion of the stuff, and give it intravenously rather than put it on the skin?

What are we going to get? Are we going to get tumors of the blood vessels, or are we going to get a tumor or a cancer of a vascular organ, something like the liver or the brain? Much to our surprise, about a year and a half or two years ago, we found that we were getting a very high percentage of cancers of the breast in female rats.

I will summarize by saying that about three or four months ago, we published our first story of the results on this work. We have found a way whereby we can produce experimentally in rats, cancer of the breast. Cancer of the breast has not been produced experimentally before. Well, what does that mean? It simply means that here now is a tool and a technique to produce experimentally a cancer which is still very prevalent in this country. If you can produce it experimentally, then you have an opportunity to study it and find out how not to produce it.

NUTRITION AND CANCER

The other example of nutritional research in the cancer problem offers what I think are probably the most promising leads today of ever having an effective medicine to treat cancer. It goes on along these lines:

Cancer is simply a growth. It is a tissue which, for some reason, starts growing all of a sudden. Take cancer of the liver. For some reason part of the liver just starts getting bigger, bigger and bigger. It is a very rapid growth of tissue.

Now, in order to grow cancer, tissue has to have nutrients and good nutrition, just the same as healthy tissue does. Cancer tissue needs vitamins. It needs amino acids. It needs minerals. There are such things as chemical substances called anti-vitamins which negate the effect of a vitamin.

Anti-vitamins are useful in the treatment of the type of cancer known as leukemia. This is a cancer of the white blood cells, prevalent in children, though not confined to children, by any means. It has been found that these rapidly multiplying white blood cells need a large amount of the vitamin known as folic acid. What it does with the stuff, nobody knows. But it needs an awful lot in order to grow. Chemists have made a number of anti-vitamins for folic acid. You can supply an individual with leukemia the anti-vitamin for folic acid and thus slow down and inhibit the growth of the cancer because it can't get enough of the vitamin folic acid that it needs.

This is by no means a completely successful treatment. By the use of the anti-vitamins for folic acid, the span of life in children with leukemia has been prolonged to somewhere around two years. That is progress. There is still a long way to go, but it is progress.

I think the idea of finding anti-nutrients, drugs, chemicals which interfere with the nutrition of the cancer cell offers today probably the most promising approach in the cancer field. The cancer has to have good nutrition, so what researchers have to do is to find out some way to interfere with the nutrition of the cancer cell and yet not interfere too much with the nutrition of normal healthy tissues.

REPAIR OF BODY TISSUE

There are two other specific things I might mention. One of them is convalescence. In convalescence, we have to repair body tissues. We need good food for that and as for meat, I don't think anybody can argue with you but that it is probably as good a food, if not the best food, available. Meat not only contains protein but is by and large our best source of minerals. We get from meats and other animal proteins many other of the 60 or more nutrients we need to be well nourished.

Another important thing in convalescence is to induce a person to eat. When you are sick, you usually don't feel like eating. That is when a good cook comes into the picture, and good food, and meat has high taste—satiative value, is the way we speak of it. Meat plays a very important part in the diet of sick individuals.

On the surgical service at Brigham Hospital, where we cooperate extensively because of our experiments in parenteral fat emulsions, usually one of the first things we try to get into a person who is convalescing from a serious operation is ground hamburger, hamburger ground up finely enough so that even if we can't get the patient to swallow it, we can stick it down in a tube.

Liver disease, which is a prevalent disease in this country, is a disease which is treated with high protein diets. Because we are trying to regenerate and restore a good bit of liver, we must provide foods which will serve as building blocks for a new liver. You know, it is possible in an experimental animal and in man, as far as that goes, to remove surgically over half the liver and, in four to six months have a new liver. In order to do that, you must have good building blocks. And those good building blocks come largely from the foods that are rich in protein, which include meat.

In another very important medical problem, obesity, meat plays an important part in two interesting ways.

Practically all conventional reducing diets contain lean meat (unless you come from California, and there they contain Yogurt and black strap molasses).

Two or three years ago there came, from a company noted most for its plastics, the Du Pont company, from their medical department, what is popularly called now the Du Pont diet. It is also called the "*Holiday*" diet, and it is also called the Pennington diet, for these reasons:

Dr. Pennington is in the medical department of the Du Pont company and his work was first publicized in the magazine called *Holiday*.

The Du Pont - Holiday - Pennington reducing diet advocated the generous use of meat, but not lean meat—fat meat. You might wonder, well now, what is wrong? Here we are trying to lose weight. Why have a lot of fat?

The basic philosophy of this unconventional reducing diet is simply this: You start out breakfast, lunch and dinner, not with a little dry piece of toast, not with things that are untasty and not too filling, but with something that is extremely tasty and is very filling, that is, a lamb chop or a pork chop or a good piece of meat with some fat in it. If you do that, when you get through eating your lamb chops or your meat with fat, you feel reasonably well filled, and it will be a lot easier for you to avoid eating the bread and the rolls and the butter and the pie.

We have used the DuPont diet quite a bit, and it really works very well. The only difficulty with it, it is a little hard on your pocketbook sometimes. Well, so much for telling you about nutritional research and how it affects your health.

I might add one or two other remarks which I usually like to make because of a variety of reasons. That is, nutritional research, like everything else, costs money. It costs a lot of money, too.

A good bit of it comes from the taxpayers. I mean tax-supported organizations like state universities who obviously get their money from taxpayers of the state.

The federal government, through its public health service and army, has helped to support research and probably is one of the principal supporters of research today. For example, I think in the work we are doing on fat emulsions, we probably are spending in the neighborhood of $50,000 a year.

About half of this for the last two years has been paid for by the army because it is of direct importance to military medicine, in trying to feed wounded soldiers.

The other half has been supported partly from funds by Harvard, a privately endowed university. The research also has been supported by one or two pharmaceutical companies who are interested in the possibility of being able to market some of these materials. Thus, we can say that research is supported from essentially two sources, from taxes and from private funds either from individuals or from companies.

This would be an appropriate place to thank the American Meat Institute for the generous financial help given our department over the last five, six or seven years. One of the nice things about the AMI funds is that the Institute never has told us what it wanted the money used for. AMI never has tied any strings to it, and that is the way your money does the most good.

GOOD TO CUT SPENDING

Your speaker this evening, Sen. Dirksen, probably is going to lambast the federal government for spending all kinds of money, and I think that is a fine thing to do. I certainly think that somehow, somewhere, someway federal spending has got to be brought into line with federal income.

I think I am correct in saying that Sen. Dirksen has been in favor of and has enthusiastically supported every single bill in the government that has involved funds for basic research.

Senator Dirksen, I believe, was largely responsible for getting out of committee, where it had been bottled up actually years, what is called the National Foundation bill. I hope when Sen. Dirksen goes back to Washington that he will do his best (and I feel certain that he will) to try to help restore to the National Science Foundation bill the $14,000,000 which the House cut.

There was a bill when the National Science Foundation was established, I think a year ago. This year, there was a bill which I believe appropriated approximately $15,000,000 to support the work of the National Science Foundation. That is a governmental agency that is supposed to give funds largely for scholarships to help fellows with ideas and no money to go to school and work on some of these things, and to support basic research.

The House cut the appropriation from $15,000,000 to $300,000. That is a good cut, and I can't think of a thing that would help the welfare of our country any more than that $14,000,000, which is certainly a very small drop in the bucket of the budget to support the Foundation.

In fact, I think that it is entirely possible by research in the problems of medicine and problems of health, (generously supported but not exclusively by the government). I think through the research, it might be possible to greatly reduce certain items in the federal budget.

Take, for example, the 'Veterans' administration. The medical bill of the Veterans' administration is just a little over $1,000,000,000. I will bet you anything that if 1/10 of that amount were spent in basic research in medicine and health for a period of 10 years, it would be possible drastically to reduce the medical bill of this one single governmental agency, to say nothing about reducing medical bills of other governmental agencies and actually help human beings.

So, while I certainly am sympathetic, and approve of figuring out some way to reduce governmental expenditures to bring them into line with governmental income, I think we must bear in mind that the future of our country lies in better brains, better technology, and fundamental basic research. The government has to play a role in supporting that, but certainly it should not play an exclusive role. The private individual, the industries, and the various trade organizations should also spend some of their funds.

We make these advances in research and science, and what good do they do us? This knowledge that has been growing so rapidly—what good does it do, unless it is made known to the people. The professional individuals find out about advances in medicine and public health primarily from their professional journals. But the people, where do the people find out about them?

I think the best means, probably, for telling the people about the advances in medicine and public health is through legitimate advertising and sound publicity of other kinds. That is certainly one place where I think everyone can compliment the AMI.

Earlier in the talk, I pointed out the many important substances that come from animals, that are by-products of the meat industry. Actually, there is no limit on where we can go when everybody comes to understand the relationship between good health and good food, especially high protein foods, of which meat rightfully may be termed a good yardstick.

CHAIRMAN COREY: Our next speaker is a man of many years' experience in business, teaching and banking. From 1938 to 1941, he was at the University of California as a research specialist and teacher. Later, he served as the University of California's industrial management supervisor. From 1942 to 1949, he was senior economist with the Federal Reserve Bank of Chicago. While in Chicago, he was a member of the faculty of the School of Banking of the University of Wisconsin, and economic advisor to the Chicago Civil Affairs training school at the University of Chicago.

His publications include numerous articles in "Business Conditions," the monthly review of the Federal Reserve bank, and an outstanding analysis of the meat packing industry. This analysis, "A Financial and Economic Survey of the Meat Packing Industry," appeared in 1946 and was brought up to date in both 1947 and 1948.

In addition to other duties, he has found time to serve as technical consultant to the committee on Economic Policy of the U. S. Chamber of Commerce. He now is senior economist for the Armstrong Cork Co. of Lancaster, Pa.

I take great pleasure in presenting Walter E. Hoadley, jr. His topic is, "What's Ahead for American Business."

Economist Looks for Stability
Barring International Upset

Busy Days Ahead

GENERAL business activity over the next six to 12 months can be expected to continue high but with considerable spottiness across industry. The outlook also is for greater stability than has marked overall business since the outbreak of the Korean war. Barring a sharp change in the international situation, neither pronounced inflationary nor deflationary developments are in prospect. These opposing forces seem likely to be in rough balance in the months immediately ahead. Wide variations in sales and earnings among individual lines of business, however, are almost certain, depending upon closeness to the defense program. Rising demands for many defense items foreshadow some shortages, but heavy inventories and anticipated large-scale production of most non-defense materials point to continuation of buyers' markets for the bulk of civilian goods.

The average consumer today wields far more economic power than is commonly recognized. Consumer spending is not only a key determinant of present and prospective levels of business but also in many respects overshadows all other factors, including the rapidly expanding defense program. The economic impact of defense expenditures cannot be minimized, but even at their projected peak, such outlays are not expected to account for more than 20 per cent of national output. At present, defense expenditures represent slightly more than 10 per cent of total production, and are confined to a fairly limited group of industries. In contrast, the consumers of America regularly buy more than two-thirds of the nation's production, and business expeditures account for virtually all of the remainder.

The current lull in business is strong evidence that consumers generally are: (1) well supplied with goods which not too long ago they thought would be unobtainable, (2) suspicious of new shortage pronouncements, particularly in view of readily available supplies and good prospects for substantial production of consumer items, including many made of metal, and (3) not greatly worried about international developments and the imminent threat of World War III. Recent business trends

DR. HOADLEY

clearly indicate that the ability of American industry to produce has been underestimated, and the readiness of consumers to absorb goods has been overestimated.

BUSINESS GOOD DESPITE GLOOM

Despite the gloom which overhangs some markets these days, overall business still is quite high by any past standards. Sales and earnings declines from record first-quarter levels have been widespread, but sharp drops have occurred on a very limited basis. Some of the most marked declines in business, as might be expected, have taken place in those lines which experienced the greatest amount of scarebuying, e.g., automobiles, numerous appliances, house-furnishings, and also new homes. Basic metals, machine tools, electronic equipment, and a few chemicals have escaped the impact of the sag in general business. Virtually all other materials are in ample supply. Aggregate business inventories have never been higher, despite some moderate cut-back in stocks of goods held by wholesalers and retailers. Wholesale prices of manufactured goods are now lower than at the Jan. 25, 1951 "freeze-date" level. Personal incomes continue to climb to new alltime heights. Reduced spending has lifted consumer saving to an abnormally high level.

Actually, the present business situation is quite heartening in that it reveals greater public confidence in the nation's ability to defend itself against Communist aggression. Buying is restrained. This is in sharp contrast to the widespread fears of the public during the past year.

When the first signs of reduced consumer buying became evident earlier this year, there was almost universal belief that the slackening in demand would be temporary. In fact, record inventory accumulations reflect the general confidence held toward business prospects. A strong upturn in consumer buying "after Labor Day" was widely anticipated, particularly in government, labor, and business circles where the inflationary consequences of enlarged defense spending have been repeatedly stressed.

Some moderate seasonal increase in buying has taken place this month, but thus far upon a scale much lower than commonly expected. July seems to have marked the low point in general business. Since midsummer, government cash expenditures have slightly exceeded receipts, producing a mild net inflationary effect. Relaxation of credit regulations on consumer installment purchasing and home-buying by recent congressional mandate should stimulate some further buying. These relaxations seem paradoxical, however, in light of the numerous claims emanating from government that severe material shortages are in the offing.

FIVE FATEFUL FACTORS

Future prospects rather clearly depend upon: (1) international developments, (2) actual government spending and material requirements, (3) consumer and business spending psychology, (4) the scope and effectiveness of government controls, and (5) the productive capacity and actual output of the nation's industries to meet both defense and civilian needs.

Whether international tension will intensify or ease in coming months is the subject of considerable debate. Probably no one knows actually what lies ahead. The most reasonable basis for planning would seem to be to make some general allowance for a sharp change—for better or worse—in foreign affairs, but to gear actual plans to the continuation of prevailing uncertainty and new "incidents" short of all-out war.

The present mood of congressional appropriations committees pretty clearly is to provide larger and larger amounts of funds for defense, and particularly for atomic weapons, and they

are crucial. There is reason to doubt that the armed services can spend rapidly all the funds being appropriated, unless the war effort intensifies considerably.

Many delays in the defense program already have been experienced and further ones are to be expected. The causes of such delays are inherent in the size and nature of the defense program. Understandably, the military are reluctant to freeze the specifications for particular munitions items for fear of building stockpiles of obsolete goods. Machine-tool production must increase markedly before many of the new government expenditure programs can be carried into action. Bringing new defense plants and production lines to full capacity operations obviously is a time-consuming process.

The probable timing and magnitude of government spending in coming months, together with an expected record level of tax receipts, point to a close balance between federal income and expenditures during the current fiscal year ending next June. While there will be important variations in government receipts and outlays from month to month, these differences for the most part promise to offset each other during the year as a whole.

EXPECT BALANCED BUDGET IN 1952

This outlook for a balanced budget on a cash basis during the 1952 fiscal year differs considerably from the substantial deficit forecast by the president in January, and suggests that government spending will be less inflationary than generally believed. The present moderate excess of spending over revenues can be expected to continue until early next year when tax receipts will begin to mount. In March a large treasury surplus almost certainly will occur. This will reflect not only higher receipts from the tax bill pending in congress, but, in addition, the accelerated payments of corporation taxes under earlier legislation which requires a 35 per cent installment in the January-March quarter and another 35 per cent installment in the April-June quarter of next year. By mid-1952 the expected surplus very likely will have disappeared as defense expenditures grow and receipts dwindle. Thereafter prospects are that deficit financing will be resumed.

The public unquestionably has power to renew inflationary pressures or to continue to restrict sales of most consumer goods to an abnormally low level relative to income such as now prevails. It appears likely, however, that only a major change in international tension would prompt a new wave of scare-buying. Final passage of the new tax bill undoubtedly will cause some anticipatory buying to "get under the wire" before higher excise taxes become effective. Nevertheless, there is little reason to expect a return to a broad sellers' market condition soon.

Reduced sales and earnings in many non-defense lines and higher taxes generally indicate continued fairly tight financial conditions for many individual companies. Expenditures for new plant and equipment, however, should be well maintained into at least mid-1952 as record civilian type projects are completed and more defense plants get under way.

NEED ECONOMIC CONTROL RESERVE

General business developments in recent months raise doubt as to the effectiveness of many existing government regulations and the need for many controls in general. This is particularly true in the price-wage field. These latter controls have been deemed necessary to conserve scarce materials and to combat inflation. Neither objective is now entirely meaningful, because very few materials are scarce and numerous prices are weak. At least partial decontrol would appear desirable. The argument almost invariably is presented, however, that even if present controls are ineffective, they cannot be discarded because they may be needed at some later date. Building a control staff and developing regulations and procedures are said to be too time-consuming to turn controls on and off very often.

Unless the nation can be freed from controls when the immediate justification for them is removed, there is grave danger that such regulations will achieve permanent status, with serious longer-run effects upon national productivity and economic strength. Provision is needed for an "economic control reserve" or trained personnel, similar to military reserve organizations, which can be held in stand-by readiness or activated as conditions warrant. The members of the economic control reserve, generally speaking, should be regularly employed outside of government, so that they can return to private employment when not needed. Such a plan would make possible much more flexible administration of controls, and also minimize many of the present difficulties of trying to recruit competent staff people for control jobs.

TOP: George T. Thliveris, owner, Valley Packing Co., Pueblo, Colo., and L. D. Jones, American Meat Institute, Los Angeles. BOTTOM: Earl Plunkitt, superintendent, and Joseph Martin, foreman, H. A. Smith Markets, Port Huron, Mich.

MORE OUTPUT BUT HIGHER PRICES

The basic ability of this nation to resist Communist aggression and to combat inflation is rooted in productive capacity to turn out spectacular amounts of goods for defense as well as for civilians. Since 1939, industrial capacity has roughly doubled, and a record volume of expenditures for plants and equipment is currently in progress.

The outpouring of goods which brought scare-buying to an end a few months ago should continue to allay shortage fears in the year ahead. Not only will production be capable of large expansion in coming months from the steady stream of new plants coming into operation, but also greater output will be possible from existing capacity as a result of engineering and research genius across industry. Expanded production is, of course, also the source of expanded income, which can provide the means for heavy consumer buying, but the record of the past 15 months clearly reveals that availability of goods for purchase is one of the most forceful factors bringing about orderly buying by the public.

In summary, the inflationary potential in this country remains strong, but it seems quite unlikely that a new upsurge in spending leading to sharply higher prices will occur over the next six to 12 months, unless international tension reaches a new breaking point. Underlying inflationary tendencies should be held fairly well in check by record inventories, increased manufacturing capacity and output, restrained consumer buying—based upon confidence in international developments and the availability of goods—and the expected rough balance in government receipts and expenditures.

CHAIRMAN COREY: We come now to a part of the program which has become an outstanding feature of the annual meeting activities and a source of great satisfaction to many of us in the industry. That feature is the public recognition of men and women who have given long and faithful service to the meat packing industry.

The man who will confer the awards is himself one of the veterans of the industry. He has been attending the annual meetings of the Institute for more than 30 years. He is Oscar G. Mayer, president of Oscar Mayer & Co., and a member of the board of directors of the American Meat Institute.

An account of the presentation to the veterans, with biographies of the 50-year award winners, will be found on page 194.

Offensive Action Advised to Combat the Continual Crises Which Plague Industry

Packer's Problems

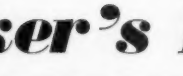
TUESDAY'S general session convened at 10:15 a.m. in the Grand ballroom, Palmer House, Chicago, with Wesley Hardenbergh, president, presiding.

PRESIDENT WESLEY HARDENBERGH: Our first speaker this morning has chosen a title which is as challenging and stimulating as the speaker himself. His topic is "The Giant Is Too Small."

The speaker started work with Armour and Company in Chicago in 1931, after graduating from the University of Illinois. After a year in the Armour Chicago plant, he was transferred to Armour's Indianapolis plant.

Four years later he helped organize Stark, Wetzel & Co. With him in the enterprise were E. K. Wetzel and Frank G. Stark. That was in 1936. Six years later they started the Capital Packing Co. and, in 1950, they purchased the Milner Provision Co. in Frankfort, Ind.

He is a director of the American Meat Institute and a director of the Citizens National Casualty Co. He is a director of the Merchants National Bank of Indianapolis, a vice president of the University of Illinois Alumni Association, and a vice president of the S-W Packing Co., Frankfort, Indiana. It gives me great pleasure to present George W. Stark.



G. W. STARK

ACCORDING to people who are supposed to know, the best way to rehearse a speech is to practice in front of a mirror. In that way you can see the way you look to your audience.

For a packer member of the American Meat Institute to speak before this convention is a situation very much like speaking in front of a mirror. For all of you are, in some measure, a reflection of me—the problems which face our company, for the most part, face each of your individual companies and collectively become the problems of the industry which we all face together.

Speaking before this convention is also like speaking in front of a mirror for another reason, and that is that much of the benefit resounds to the speaker rather than to the audience. In some respects it's a mental exercise which makes the speaker take a broader and somewhat clinical view of his problems and those of the industry.

And there are many times in this current situation that I wonder how much is accomplished by talking to ourselves about our problems. Many of the people we need to reach with a discussion of our problems are not here in this room.

Talk between ourselves can help us understand ourselves, but it can't help outsiders understand us—those in government, those in other industries, and the people with whom we deal in the day to day conduct of our business—employes, dealers and consumers.

Some time ago, George Lewis wrote to me suggesting that I appear on the convention program to discuss some of the problems confronting the industry and what could be done about them. When I began to enumerate the problems which needed to be solved in our own business down in Indiana, I concluded that none of us from our company had enough time to take away from trying to solve those problems to attend a convention.

It is ridiculous to assume that I have any more practical answers to the industry's problems than many of you. If I did I wouldn't have to come to Chicago to explain them to you. I could stay in Indianapolis and sell tickets of admission to my office to hundreds of meat packers who are, like myself, trying to find the answers.

Therefore, what I have to say to you this morning is principally a discussion of the problems of the industry as I see them and some of my thoughts concerning the manner in which those problems might be tackled—and I said "tackled"—not "solved."

It is, I admit again, a matter of speaking in front of the mirror. But merely preparing to talk to you has served to solidify my conviction that I shall continue to carry some of our problems into discussions beyond this group—out to people who need to understand some of the problems inherent in this business and some of the problems which are not inherent but which have been fastened upon us. I sincerely urge all of you to do the same—whenever and wherever you can possibly do so.

This should be no cry for help—it needn't even be a plea for understanding. It must be a simple and as clear a statement of our objectives and needs as we know how to express. It seems only reasonable that, in order to win the support of opinion groups for our industry, they should be informed of our position in important matters relating to our industry. I do not deny that there is considerable value in discussing our problems among ourselves, but I submit that discussing them with the people whose support we must gain in order to make progress is infinitely more important and potentially more productive.

SUPPORT INSTITUTE PROGRAM

Our Institute public information program must be supported and extended by all of us in our individual areas of influence.

I have heard more than a little pessimistic talk at this convention. After looking at some of the results we had during some of the summer months, particularly June and July, I must readily admit that meat packers have a right to feel a little discouraged. And, while I can't laugh it off, I know down deep in my heart that in spite of all that is wrong in the current situation—we are going to keep fighting and working just as we always have. Our memories must be pretty poor if we can't remember situations which presented as great or even greater a challenge to our abilities than the one we face right now.

One fact is apparent. You didn't

invest your time and money to come to this convention to attend a "wake" for the meat industry. You came here to exchange ideas which might help you with some of your specific problems. But more than that you came to draw inspiration from group action and to take back with you a measure of renewed confidence which will help you solve your own problems. How can anyone go away from these meetings without the confident knowledge that this industry has the ability and the leadership to lick its problems no matter what they be? I think you will agree with me that you can't.

Bernard Baruch passed out some good advice to all of us recently when he celebrated his eighty-first birthday: "Don't bellyache, get out and work—this country will pull through." Spoken like a true hide cellar foreman!

I don't believe that even the chronic complainers among us really believe this industry is about to expire. However, singing the blues should be reserved strictly for night club singers. We are going to solve our problems the only way we have ever solved them—by hard work seasoned with eternal optimism.

GIANT AMONG INDUSTRIES

Ours is a giant among American industries. According to the Department of Marketing of the American Meat Institute this giant industry produced 22,400,000,000 lbs. of meat for American consumers in 1950. This extraordinary production, plus by-products, had a wholesale value of $9,800,000,000.

But our country is growing—it's going to continue to grow—and, so far as I know, population is one element in our economy on which the administration hasn't attempted to put controls.

Fed by gigantic government spending, the value of the gross national product is expected to rise to $342,000,000,000 in 1952 against $275,000,000,000 in 1950. Personal income is expected to rise to $266,000,000,000 in 1952 as compared to $217,000,000,000 in 1950. Employment in 1952 is expected to reach 65,700,000 as compared to less than 61,000,000 in 1950. These trends in national production and employment are expected to continue for some years to come.

To quote an authority—you know what an authority is—he's an abstract thinker who is a long way from home and who doesn't have to worry about meeting a payroll . . . according to authorities on population, there will be 20,000,000 more people in the United States by 1960. If we maintain only our present per capita consumption of meat, which is 144 lbs. annually, we will have to increase meat production by 3,000,000,000 lbs. annually or 13 per cent more than in 1950, raising the total production to about 25,500,000,000 lbs.

So you see, it's true, "the giant is too small." This giant industry of ours must, of necessity, get 13 per cent bigger because of 20,000,000 more mouths to feed in this country in the next eight years, and heaven knows how many mouths to feed elsewhere in the world.

FOUR PACKER representatives face the flash. They are, left to right: Robert J. Norrish, livestock buyer, Armour & Co., Chicago; C. H. Dickson, livestock service department, Krey Packing Co., St. Louis; Joseph Thoma, manager, beef department, Oscar Mayer & Co., Madison, Wis., and E. J. Koncel, personnel director, Krey Packing Co., St. Louis.

Of course, there are giants within our giant. There are those in public office who profess to see no sin in big government but who think they see plenty of sin in big business. These people disapprove of any attempts by some big companies within out industry to get bigger. But growth is as natural a part of their existence as it is for the smallest member among us, and we should defend their right to bigness as we should defend our right to challenge their bigness in the free American way—through honest competition.

The American meat industry must, with all the problems which beset it and the discouragements which face it, maintain a perpetual zest for growth. The public doesn't demand it—the public isn't even conscious of a need for our growth. And I speak from practical experience.

Our company started with practically nothing 15 years ago, and, for the first several years, we felt quite sure our public was anything but acutely aware of the need for another packer in central Indiana. Today we have attained a modest importance to livestock growers, retailers, consumers and employes in our area. But that importance wasn't thrust upon us by these groups. It was our own determination, or perhaps you might call it bullheadedness and pure cussedness, that brought it about.

THESE TWO GENTLEMEN have good reason to smile. They are winners of the Visking Corporation's Sausage Roundup contest. Edward Clements, left, received $2,500 for building the winning sausage display on a western theme in his Denver, Colo. store. Arnold Schwanke, right, Swift & Company, received $1,000 for assisting Clements as his packer-salesman. The awards were presented by H. Lotka, Visking's sales manager, in the Visking hospitality suite during the convention.

A 20,000,000 increase in United States population and a corresponding 13 per cent increase in meat production by 1960 is creditable growth. But I believe this industry will not be content to adopt a goal for achievement by 1960 which merely represents our keeping pace with the increase in our nation's population. If we can increase our per capita consumption of meat to 170 lbs. annually we will have to increase meat production by 30 per cent by 1960, bringing the total annual production of meat to 29,000,000,000 lbs.

WILL REQUIRE MORE FEED

And this gain is important not only to our industry. If we reach this goal of 29,000,000,000 lbs. of meat, it will require an additional 1,000,000,000 bu. of corn per year, or its equivalent in other feeds. It will call for a commensurate growth in the livestock industry.

It will mean millions of dollars more business for food retailers across the nation. It will mean more employment for people in the meat industry, and it will mean a better diet for the American people. I ask you now—what other industry in America today has such a worthwhile goal to reach for? Yes, measured against the challenge of a 30 per cent increase for this industry in the next eight years, the giant is too small indeed.

How are we going to reach such an objective? There is a simple answer for that. We've got to fight for it. That doesn't mean going out and picking fights. We've enough already. It means fighting through our problems—more of them than we have ever had before—fighting them through as this industry always has. I am not old enough to have remembered the days in this industry when everything was "hunky-dory." Maybe there were days like that, but they were before my time.

It seems a waste of human energy to have to fight for the right to stay in business and the right to grow in a nation which was founded on the principle that everyone is guaranteed such a right. But if fight we must, fight we will, and I'm betting the remainder of my productive business life that this

industry will win and I will win with it.

Most of our problems are traceable to a single fact. People like meat, and because they do, it's a big volume business. Because it's a big volume business the margins are small and the political target is big.

Meat touches everybody, everywhere, and, because it does, practically everyone feels qualified to express an opinion about our industry. It seems unnecessary to point out that there is considerable danger in uninformed opinion. Yet, uninformed opinion in powerful minorities has had considerable to say about how this industry shall conduct its business.

This uninformed opinion, of course, operates from a position of immunity. It is not responsible for keeping the packing industry going, nor is it responsibble to the stockholders whose investment made our giant industry the purveyor of the biggest bargain in customer service the world has ever seen!

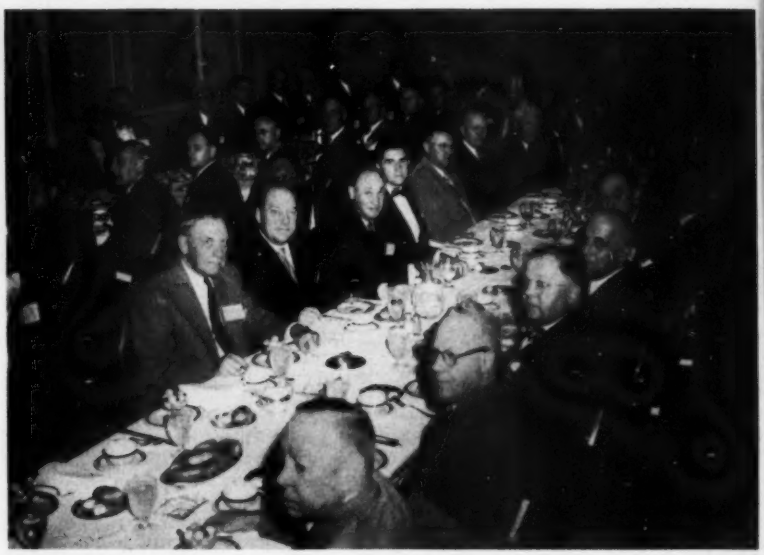
Since it is impractical to discuss the many problems which our industry faces today, I would like to talk about eight big problems which we have to live with and which we have to lick, not only in order to continue our present position, but because they certainly must be dealt with if we are to meet the challenge of 29,000,000,000 lbs. of product per year by 1960.

1. Government Controls—We cannot escape the urgency of the current problem of government controls—particularly those which are referred to as "price control."

None of us has any thought of defying the law of the land. But the fact that price control happens to be the law of the land does not mean that it is right or workable. If we cannot fight for right and for the freedom to do business in the American way, how can we expect to fight through the other problems which we are constantly forced to face.

We must make up our minds to carry our story to everybody who will listen —people in government, dealers, consumers, livestock producers, farmers, and all the other millions of people in this country who have a vital, everyday stake in the meat business. Meat is a universal food in this nation, and because it is, the meat industry's problems become, to some degree, the problems of everyone.

We all know too well that there are few businesses in which the consumer so effectively exercises control over the price level as in the meat industry. We must fight by every means at our disposal to put price control back where it works—back where it works swiftly, surely, inexorably—in the hands of the purchasing agents of America's homes. When the consumers of this land decide that meat prices are too high, it isn't very long until our coolers and our freezers are loaded with product. What happens then? We act to move that product because there aren't enough of us in the business to eat all of it.



POLICY AND PLANNING for the coming year were items discussed during the board of directors luncheon meeting, held on Tuesday in the Crystal room of the Palmer House.

Yes, we move it, and at whose price? Ours? No! Theirs.

The only trouble with that kind of price control is that it's simple, it's understandable, it works—but it puts bureaucrats out of jobs and puts a few thousand votes in the "doubtful" column.

Yes, politically it's a lousy method, but practically it's the only method that puts everybody on the same fair basis—producer, processor, dealer, and consumer alike. But why am I telling you? That opinion would carry a clear majority here. We're talking to ourselves! Let's do more talking to our customers and to the consumers who are being sold a bogus bill of goods by the economic planners who tell them that these controls are for their benefit.

PUT IT TO CONSUMER

We should ask those consumers to consider how much good it does them to have legitimate packinghouse operators forced out of business, as has been the case recently, or to have legitimate operators forced to curtail operations because, under the law, they are unable to endure repeated losses or to bid against black market operators for livestock.

To all this the bureaucrats shout: "Yours is the Voice of selfish interests." Well, let's admit it—it is!

But it's a lot more than that, too. This giant industry of ours which serves so many millions of American people can serve them best when it's a healthy industry—when it's working at what it does best—slaughtering and processing all the livestock the farmers of this land want to bring to the market.

In plain and simple language, what the people of this nation want is meat to eat—not price controls which, in periods of controls-induced shortages, give them "hunting licenses" to look for meat. Let's, all of us, tell that story to the American public—as many of them as will listen. People smart enough to have developed the highest standard of living the world has ever known are smart enough to analyze and decide for themselves. Sooner or later they must ask themselves, "How can government leaders be so stupid?" As Mortimer Snerd would say, "It ain't easy."

2. Adequate Earnings—Our industry must somehow solve the problem of providing adequate earnings for our giant. Our industry's traditional margin is so small that when we tell the public what it is most of them think we're lying about it.

My personal feelings are that we should be ashamed to go to the American public and boast about earning so little money for the service we provide. Let's stop worshiping the idea that inadequate profits are a virtue. That doesn't mean that we have to go to the other extreme, but at least let's do something in addition to producing income for government, employes, suppliers and the banks which lend us money.

There's no way of fooling the American people into believing that the managers of our individual businesses are aiming at inadequate profit. Reasonable earnings are an indication of efficiency.

You know that it requires earnings to provide good service and to create jobs and to grow. Ours is a giant industry in this country but there are other giants, too. Most of them wonder what's the matter with us that we are seemingly content to earn so little for so much plant investment and so much risk.

How many people do you suppose refused to buy a General Motors car

(Continued on page 222)

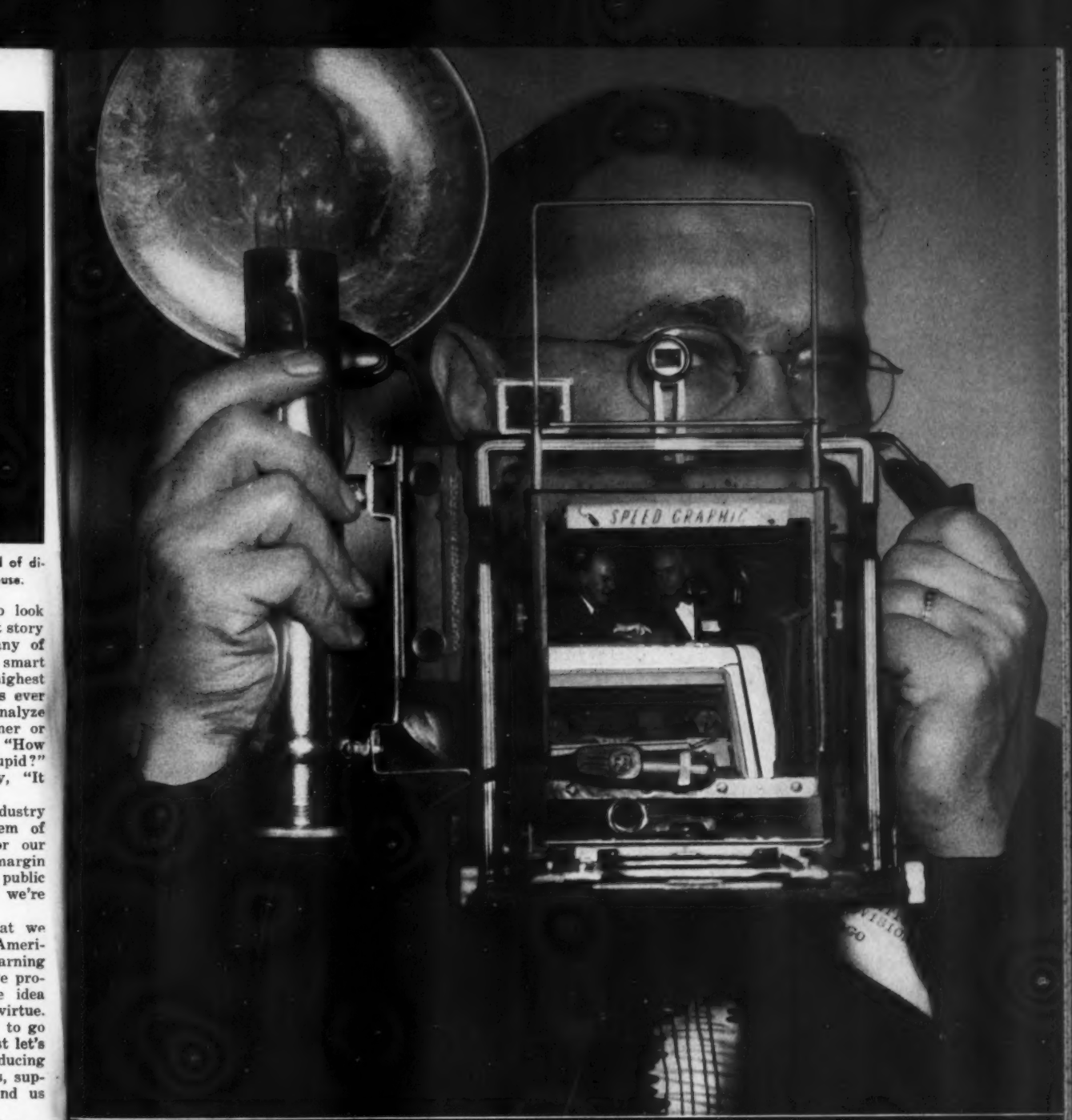


photo section

BETWEEN SESSIONS

1. F. H. Egan, plant superintendent, Rothschild & Richter, Chicago, and Mrs. F. H. Egan.
2. W. Windmueller, superintendent, canned meats, The P. Brennan Co., Chicago.
3. E. D. Henneberry, president, Hull & Dillon Packing Co., Pittsburg, Kan.
4. Mrs. and Austin Sheehy, comptroller, Stadler Packing Co., Columbus, Ind.
5. Mrs. and C. W. Korff, production manager, Mickelberry's Food Products Co., Chicago.
6. Jose N. Rothschild, Reuben Rothschild Ltd., Puerta Limon, Costa Rica.
7. Harry K. Lax (broker), F. C. Rogers Co., Philadelphia.
8. Fred W. Alexander, plant superintendent, and Charles F. Kash, industrial engineer, Oscar Mayer & Co., Chicago.
9. J. E. Groneck, Krey Packing Co., St. Louis, and Harold DeFord, Sunderland & DeFord, Chicago.
10. D. W. King, controlled materials department, and Dean S. Hawkins, assistant general superintendent, Armour and Company, Chicago.
11. J. Fred Schmidt, vice president, J. Fred Schmidt Packing Co., and Carl Falter, general manager, Herman Falter Packing Co., both of Columbus, Ohio.
12. J. Seeley, vice president, and R. J. Gunderson, president, Roberts & Oake, Inc., Chicago.
13. Emil Oppenheimer, and Al Oppenheimer, both of Chicago.
14. A. J. Egan, Smith, Brubaker & Egan, Chicago; H. H. Vann, superintendent, Georgia Packing Co., Thomasville, Ga., and P. S. Brubaker, Smith, Brubaker & Egan, Chicago.
15. R. C. Pollock, NLSMB, and Dann Martin, American Meat Institute, Chicago.

WE'LL SEE YOU AGAIN

1. Frank Mulcahy, hog buying; L. L. Duncan, general superintendent, and W. C. Brennan, superintendent, canning division, all of Krey Packing Co., St. Louis.

2. J. S. Bartley, executive engineer, and Harold Stone, manager, hog buying department, Rath Packing Co., Waterloo, Ia.

3. Emil V. Freyler, sausage foreman, Blue Grass Provision Co., Covington, Ky., and James E. Carell, Carell Sales Co., Cincinnati, and Mrs. Carell.

4. John F. Roth and F. J. Folger, Jacob Folger Packing Co., Toledo, Ohio.

5. Milton Borcherding, research department, Longstreet-Abbott & Co., St. Louis, and Harold V. Knight, economist, Lever Brothers Co., New York City.

6. Arthur Ericson, comptroller, and Jerome Gilbert, assistant comptroller, both of Madison, Wis., and H. W. Stadtlander, assistant treasurer, Chicago, all of Oscar Mayer & Co.

7. Paul E. Welk, superintendent, and Frank Avesing, sausage department, C. E. Richards & Sons, Muscatine, Ia.

8. Ralph H. Daigneau, vice president, Geo. A. Hormel & Co., Austin, Minn., and Monica Clark, director of home economics, American Meat Institute.

9. Roy Boberschmidt, sales promotion manager, Madison, Wis., and Robert Nelson, sales promotion department, Chicago, both of Oscar Mayer & Co.

10. Charles W. Triggs, Triggs Brokerage, Chicago, and Herman A. Greenberg, lawyer, Washington, D. C.

11. F. W. Marlow, mechanical superintendent, and A. T. Darche, retired, formerly chief draftsman, Krey Packing Co., St. Louis.

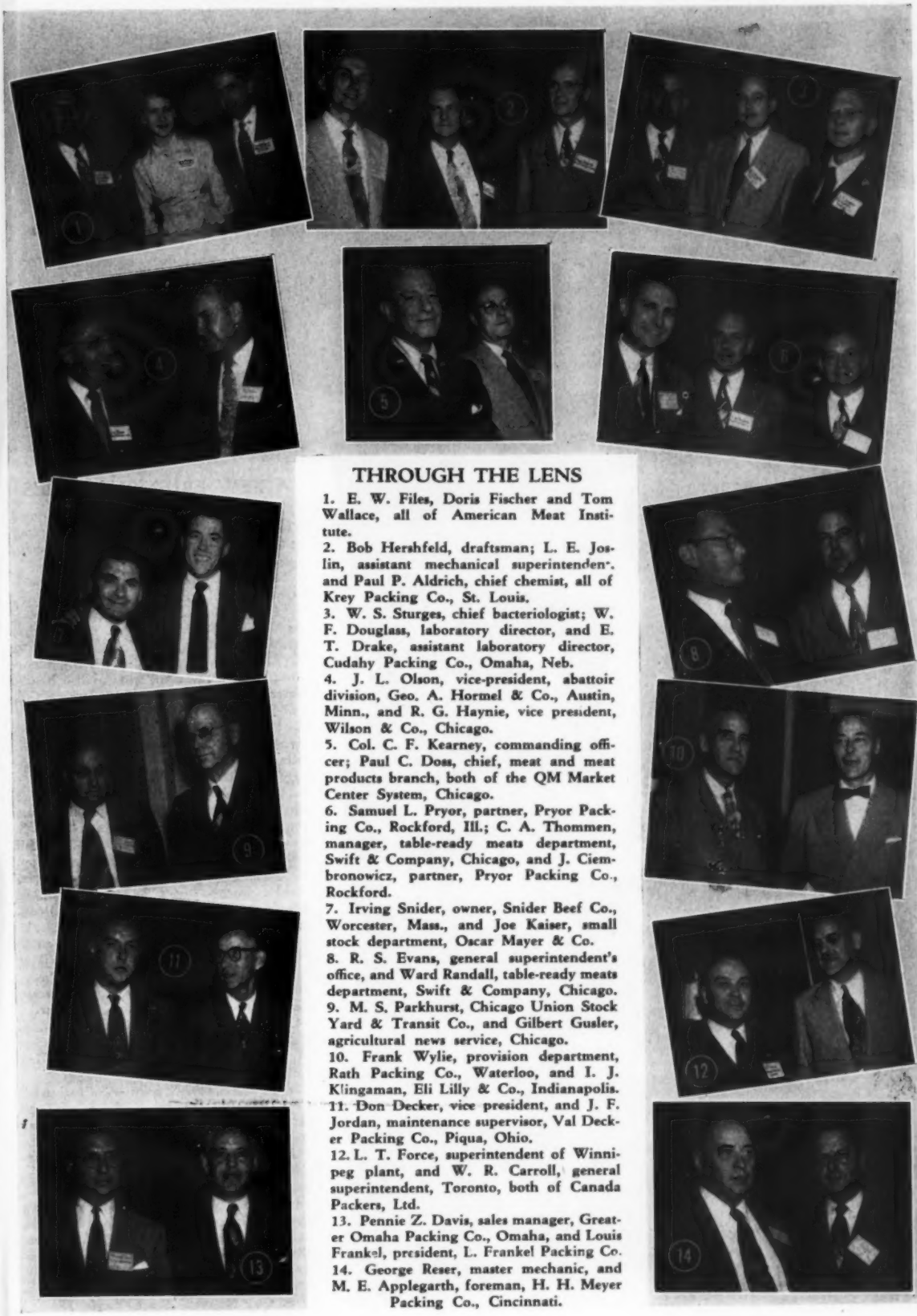
12. Irvin A. Busse, jr., and Irvin A. Busse, sr., Busse Brokerage Co., Chicago.

13. H. H. Corey, president, and Jay Hormel, chairman of the board, Geo. A. Hormel & Co., Austin, Minn.

14. P. H. Meyer, assistant manager, and Jack Revelle, general plant sales manager, both of Swift & Co., Chicago.

INDUSTRY CROSS-SECTION

1. W. R. Young, purchasing agent; B. J. Killian, assistant manager, and C. E. Field, president, all of Field Packing Co., Owensboro, Ky.
2. Alex J. McCrea, president, Ohio Provision Co., Cleveland.
3. Dr. H. R. Kraybill, director of department of scientific research, American Meat Institute; D. E. Nebergall, president, and H. C. Griffin, superintendent, D. E. Nebergall Meat Co., Albany, Ore.
4. E. C. Rohlwing, American Meat Institute, Chicago; R. D. Arney, product manager, and T. H. Hocker, vice president, Geo. A. Hormel & Co., Austin.
5. Herbert Hall, assistant director of information, American Farm Bureau.
6. Lynn Harrell, American Meat Institute, Dallas; T. R. Bradley, manager, institutional department, Rath Packing Co., Waterloo, Ia., and A. B. Maurer, president, Maurer-Neuer, Inc., Kansas City.
7. Leonard Weaver, treasurer, and Herbert J. Smith, purchasing agent, Bookey Packing Co., Des Moines.
8. Harry Batt, partner, Philadelphia Boneless Beef Co., and Mrs. Batt.
9. Frank Penne, sausage department, Rath Packing Co., Waterloo, Ia., and Dr. R. F. Kieldsen, sausage division, AMI.
10. Robert Pearson, secretary, and Gerald L. Pearson, treasurer, Tri-Mont Packing Co., Monterey, Minn.
11. Guy Barratt, sales manager, and Chas. Jeffords, general superintendent, Peet Packing Co., Chesaning, Mich.
12. Tillman Bubenzer, manager, Conner Prairie Farms, Noblesville, Ind., and L. B. Peggs, manager, livestock division, Kingan & Co., Indianapolis.
13. Harry S. Smith, owner, Selma Dressed Beef Co., Long Beach, Cal., and A. G. Pearson, director, purchasing, AMI.
14. Maj. Wm. L. Wallschleger, headquarters, QM Market Center System, U. S. Army, Chicago, and Hugh H. Bridgford, president, Bridgford Packing Co., Anaheim, Cal.



THROUGH THE LENS

1. E. W. Files, Doris Fischer and Tom Wallace, all of American Meat Institute.
2. Bob Hershfeld, draftsman; L. E. Joslin, assistant mechanical superintendent, and Paul P. Aldrich, chief chemist, all of Krey Packing Co., St. Louis.
3. W. S. Sturges, chief bacteriologist; W. F. Douglass, laboratory director, and E. T. Drake, assistant laboratory director, Cudahy Packing Co., Omaha, Neb.
4. J. L. Olson, vice-president, abattoir division, Geo. A. Hormel & Co., Austin, Minn., and R. G. Haynie, vice president, Wilson & Co., Chicago.
5. Col. C. F. Kearney, commanding officer; Paul C. Doss, chief, meat and meat products branch, both of the QM Market Center System, Chicago.
6. Samuel L. Pryor, partner, Pryor Packing Co., Rockford, Ill.; C. A. Thommen, manager, table-ready meats department, Swift & Company, Chicago, and J. Ciembronowicz, partner, Pryor Packing Co., Rockford.
7. Irving Snider, owner, Snider Beef Co., Worcester, Mass., and Joe Kaiser, small stock department, Oscar Mayer & Co.
8. R. S. Evans, general superintendent's office, and Ward Randall, table-ready meats department, Swift & Company, Chicago.
9. M. S. Parkhurst, Chicago Union Stock Yard & Transit Co., and Gilbert Gusler, agricultural news service, Chicago.
10. Frank Wylie, provision department, Rath Packing Co., Waterloo, and I. J. Klingaman, Eli Lilly & Co., Indianapolis.
11. Don Decker, vice president, and J. F. Jordan, maintenance supervisor, Val Decker Packing Co., Piqua, Ohio.
12. L. T. Force, superintendent of Winnipeg plant, and W. R. Carroll, general superintendent, Toronto, both of Canada Packers, Ltd.
13. Pennie Z. Davis, sales manager, Greater Omaha Packing Co., Omaha, and Louis Frankel, president, L. Frankel Packing Co.
14. George Reser, master mechanic, and M. E. Applegarth, foreman, H. H. Meyer Packing Co., Cincinnati.

A FEW FRIENDLY FACES

1. Paul Borders, chief engineer; Howard York, manager, sanitation, both of Kingan & Co., Indianapolis, and David Weissman, sales engineer, Drying Systems, Inc.
2. Mrs. and John C. Ries, sausage department, Rountree Pkg. Co., Hanover, Mich.
3. H. B. Maher, casing sales, and Mrs. and Frank Batek, manager, casing sales, Armour and Company, Chicago.
4. L. G. Parrot, treasurer; Leroy Lichtsinn, sausage foreman, and Adolph Bauer, superintendent, all of Parrot Packing Co., Ft. Wayne, Ind.
5. Wm. Niell, shipping department manager; Alice Culp, secretary, and F. G. Minnameier, president, Heidelberg Sausage Co., Waterloo, Wis.
6. Alphonse Albert, vice president, and George Albert, president, both of Albert Packing Co., Washington, Pa.
7. Harry H. Snyder, president, and Phil DiNuoscio, Grand Duchess Steaks, Akron.
8. Peter Schrager, assistant meat buyer; Robert Snapp, meat buyer, and Ellard Pfaelzer, vice president, Pfaelzer Bros., Inc. Chicago.
9. H. L. Nichol, president; Donald Nichol, son, and Christian Beisser, all of Nichol Packing Co., Fond du Lac, Wis.
10. Mrs. and Harold Share, vice president, Fairway Packing Corp., Syracuse.
11. Robert W. Sander, vice president, E. Kahn's Sons Co., Cincinnati, and Robert H. Elpers, sales manager, Emge Packing Co., Fort Branch, Ind.
12. R. J. Colina, partner, Cincinnati; C. J. Renard, manager, Indianapolis, and A. R. Hostetter, all of Kennett-Murray & Co., Dayton.
13. Louis Isaacs, vice president and general manager, Colonial Provision Co., Boston, and Mrs. Isaacs.
14. Marvin Dobberstein, purchasing agent; Milton Rosenthaler, plant engineer, both of Sucher Packing Co., Dayton, Ohio, and Al Lowenstein, jr., vice president, S. Lowenstein & Son, Detroit.
15. Mrs. and Harry Sparks, H. L. Sparks & Co., National Stock Yards, Ill.

FROM FAR AND NEAR

1. Taken in front of *The National Provisioner's* information desk: H. Levor, National Cold Storage Co., Johannesburg, Africa.
2. Harry R. Seltzer, vice president; G. Wilbur Gibble, secretary-treasurer, and Stephen B. Caporal, beef purchasing manager, Palmyra Bologna Co., Palmyra, Pa.
3. R. C. Munnecke, president, and Eric Nicol, vice president, The P. Brennan Co., Chicago.
4. V. A. Prescott, managing editor, *The National Provisioner*, and John Burns, sales manager, Hunter Packing Co., E. St. Louis, Ill.
5. W. Melvin Haas, vice president, and Arthur J. Amos, sales manager, Haas-Davis Packing Co., Mobile, Ala.
6. L. E. Liebmann, president, Liebmann Packing Co., Green Bay, Wis.
7. A. B. Cudahy, assistant general superintendent, and J. R. English, general superintendent, Cudahy Packing Co.
8. E. H. Streithof, comptroller, and R. S. Sevenair, vice president for industrial relations, Stahl-Meyer, Inc., New York.
9. Carter Stephens, manager, Rushville plant, and J. W. Stanton, Mickelberry's Food Products Co., Chicago.
10. Mrs. and W. F. Thiele, president, W. F. Thiele Co., Milwaukee.
11. Boris Rapoport, president, and Joseph Rapoport, vice president, Hygrade Food Products, Inc., Montreal, Canada.
12. Gus Glaser, president, Gus Glaser Meats, Inc., Fort Dodge, Ia., and Harry Reitz, president, Reitz Meat Products Co., Kansas City, Mo.
13. F. I. Ryan, casing department, Chicago, and S. J. Warren, casing department, Minneapolis, Cudahy Packing Co.
14. J. J. Kemen, president, and Charles E. Nass, secretary-treasurer, Kemen Products Co., Kenosha, Wis.
15. M. G. Laughlin, chief engineer, Wm. Davies Co., Chicago, and J. L. Grant, chief engineer, Agar Packing & Provision Co., Chicago.

PACKERS ON PARADE

1. Julius Maurer and James Lunney, co-owners, St. Paul Sausage Co., St. Paul, Minn.

2. Homer Davison, vice president, and Wesley Hardenbergh, president, American Meat Institute.

3. Carter Stephens, manager, Bartlow Packing Co., Rushville, Ill., and Richard Eyrich, manager, Virginia Packing Co., Virginia, Ill.

4. E. G. Morgan, office manager, and J. B. Hawkins, manager, Lykes Bros., Inc., Tampa, Fla.

5. Dr. C. E. Gross, director of scientific research, and D. J. Schaub, development division, John Morrell & Co., Ottumwa.

6. George F. Lauth, vice president, and George H. Wrape, assistant superintendent, Heil Packing Co., St. Louis, Mo.

7. Arch M. Rice, treasurer, and Larry Rosenberg, superintendent, Emmart Packing Co., Louisville, Ky.

8. Morris Herman, partner, Herman Bros., Philadelphia, and Max Bernstein, president, Standard Beef Co., Scranton.

9. Harold K. Gillman, general mechanical supervisor, and J. C. Rice, purchasing department, Tobin Packing Co., Inc., Fort Dodge, Ia.

10. P. V. Mayberry, superintendent, P. Conti & Sons, Rochester, N. Y., and Mrs. Mayberry.

11. A. J. Murray, purchasing agent, Luer Packing Co., Los Angeles.

12. H. K. Leckie, Council of Canadian Meat Packers, Toronto, Canada, and Dr. G. A. Rose, Department of Agriculture, Ottawa, Canada.

13. L. J. D'Agostino, general manager, and James S. Scala, president, Gold Medal Packing Corp., Utica, N. Y.

14. Bill Pike, vice president, and Lynn Sanderson, plant superintendent, both of Claire Mont Meat Products, Inc., Eau Claire, Wis.

15. Mrs. and George E. Calhoun, general manager, Merchants Wholesale Meat Products Co., Marquette, Mich.

MEAT TEAM HUDDLE

1. Al Roth, purchasing agent, F. C. Delaney, car route sales manager, and Elmer Koncel, personnel, Krey Packing Co.
2. J. B. Naumer, secretary, DuQuoin Packing Co., DuQuoin, Ill., and Edward W. Olszewski, superintendent, American Packing Co., St. Louis.
3. L. E. Kahn, vice president, E. Kahn's Sons Co., Cincinnati; Grace Mueller, American Meat Institute, and Walter W. Naumer, president, DuQuoin Packing Co.
4. Gustav Nissen, president, Nissen Packing Co., Webster City, Ia.; Arthur Dunham, Griffith Laboratories, Fremont, Neb., and Martin Hartnett of Nissen.
5. Mrs. and John T. Keene, general manager, Ed. Auge Packing Co.
6. George H. Elliott, Geo. H. Elliott Co., Chicago, and M. B. Thompson, plant manager for Hormel, Fremont, Neb.
7. P. G. Beach, jr., operations manager, Madison, Wis.; Harold M. Mayer, plant manager, Chicago, and John W. Dan, personnel manager, Oscar Mayer & Co.
8. O. G. Myhrman superintendent, and Gordon Skowlund, Elliott Packing Co.
9. James T. Garvin, chief engineer, Deerfoot Farms Co., Southborough, Mass.; Robert Fiebach, Producers Distributing Agency, New York, and Albert Lewis, president, Deerfoot Farms.
10. A. T. Spencer, vice president; William Dinnon, sales manager, and T. J. Enright, secretary-treasurer of William Davies, Inc., Chicago.
11. C. H. Wallace, vice president and general manager, Cleveland Provision Co., Cleveland, and Emerson D. Moran, sausage consultant, Madison, Wis.
12. D. H. Burke, production manager, Albany, N. Y.; H. Rumsey, jr., manager and vice president, Rochester, and Vic Gibbs, sales and procurement manager, Estherville, Ia., all of Tobin Packing Co.
13. Glenn M. Austin, Ray Thelen, and Calvin T. Royston, packaging engineers, Oscar Mayer & Co.
14. Curtis G. Pieper, vice president, and Carl F. Pieper, president, Oswald & Hess.

PLEASE, EVERYBODY SMILE

1. G. B. Lilly, dry sausage division, Swift & Company, Chicago; S. L. Richardson, dry sausage department, Kingan & Co., Indianapolis, and J. G. Woolsey, manager, dry sausage, Armour.

2. Milton Berger, secretary, New England Provision Co.; Frank Landy, owner, Standard Beef Co.; Benjamin Bornstein, partner, Supreme Packing Co., and Harold Stone, Oscar B. Stone & Sons.

3. Mrs. W. F. Wingerter, W. F. Wingerter, owner, John Hawkes, route superintendent, and Mrs. John Hawkes, Californian Packing Co., Springfield, Ill.

4. Cletus Elsen, production control; Owe Toennies, maintenance superintendent; Marc Scheumann, general superintendent, and LeRoy Joseph, jr., assistant superintendent, E. Kahn's Sons Co., Cincinnati.

5. Harry Anderson, plant superintendent; Robert Anderson, sausage department; Jerome Weiner, engineer, and Michael Unger, sausage foreman, Elkhart Packing Co., Elkhart, Ind.

6. P. A. Carney, assistant general superintendent, and E. T. Drake, assistant laboratory director, Cudahy Packing Co.

7. Wm. and Mrs. Greenhouse, Pilgrim Packing Co., Syracuse; Mrs. and Paul Greenhouse, Ralph Packing Co.

8. Bob Earley, jr., R. W. Earley Co.; J. Zucker, Jacob Zucker Co.; Robert Silverberg, Claridge Food Co., and L. Zeleznik, North River Meat Co., all New York area.

9. M. W. Bessert, F. C. Olson, M. L. Poley and E. W. Turner, Oscar Mayer & Co.

10. C. D. Rees, Chas. Wetterling & Sons; Carl Weisel, jr., Weisel & Co.; Chas. Wetterling, Wetterling; H. P. Hotz of Weisel.

11. A. C. Edgar, Wilson & Co.; W. C. Kruger, Stokely Van Camp, and S. M. Grice, Wilson.

12. N. W. Math and Joseph Kaufman, N. Y. Council of Wholesale Meat Dealers; Irving Berger, Chicago Dressed Beef Co., and S. L. Leibowitz, Lee Food Packing Co.

CAUGHT ON THE FLY

1. R. D. Nelson, manager, sausage division, Ottumwa, Ia., and C. C. Conradi, sausage division manager, Sioux Falls, both of John Morrell & Co.
2. Paul W. Trier, president and general manager, Arnold Bros., Inc., Chicago.
3. J. A. Larkin, general sales manager, and J. W. Christian, executive vice president, Cudahy Packing Co., Omaha.
4. Chester Adams, American Meat Institute, and Joe Sokolik, secretary, Royal Packing Co., St. Louis, Mo.
5. Henry Belz, vice president, Hunter Packing Co., E. St. Louis, Ill., and Jim Baker, of Baker, Johnson & Dickinson Advertising, Milwaukee.
6. Herman Robin, partner, Southern Beef Co., Baltimore, Md., and B. B. Trotter, vice president, Hunter Packing Co., E. St. Louis, Ill.
7. L. N. Clausen, merchandising manager, John J. Felin Co., Philadelphia, and George R. Dressler, Food Dealers Insurance Service, Chicago.
8. E. J. Koncel, personnel director, Krey Packing Co., St. Louis, and Mrs. E. A. Sutherland, associate director, Institute of Meat Packing, University of Chicago.
9. K. Teitler, secretary, Sabrett Food Products, Inc., New York City, and Mrs. Teitler.
10. Norman Brammall, president, Food Management, Inc., Cincinnati, and J. M. Balentine, vice president, Balentine Packing Co., Greenville, S. C.
11. E. J. Cronkhite and Joseph O. Paul, livestock branch USDA, Washington.
12. James Hills, American Meat Institute, and Bernard Greisler, treasurer, Greisler Bros., Inc., Philadelphia.
13. Harry K. Tingle, sales manager, Miller Packing Co., Brooklyn, N. Y., and Jack Friedman, sales manager, Meadow Provision Co., New York.
14. Jerry Freirich, partner, Julian Freirich Co., Long Island City, N. Y., and Charles E. Haman, president, Charles E. Haman Co., New York City.

ROAMIN' AROUND

1. Harold DeFord, Sunderland & DeFord, Chicago, and Lee S. Wells, provisions manager, Neuhoff Packing Co., Nashville.
2. Fred Ohse, owner, Ohse Meat Products Co., Topeka.
3. Arthur Hoege and Charles R. Juhasz, both industrial engineers with Wilson & Co., Chicago.
4. M. William Knosp, owner, New York Provision Store, Paterson, N. J., and Mrs. Knosp.
5. J. R. Richards, director, meat department, Loblaw, Inc., Buffalo, N. Y., and J. D. Fleming, sales manager, Omaha Packing Co., St. Louis.
6. Walter Focke, manager, and George Makley, beef sales, William Focke Packing Co., Dayton, Ohio.
7. N. K. Carnes, Central Livestock Association, South St. Paul, chief of the livestock branch, and H. E. Reed, USDA, Washington.
8. H. H. Rath, president, Rath Packing Co., Waterloo, and Fred J. Beard, U. S. Department of Agriculture, Washington.
9. C. O. Hinsdale, vice president and general manager, Frosty Morn Meats, Inc., Kinston, N. C., and Henry Tefft, American Meat Institute.
10. R. W. Becker, and Horace O. Wetmore, First National Bank of Chicago.
11. G. W. Cook, president, Emmart Packing Co., and Gil Amshoff, president, Louisville Provision Co., both of Louisville, Ky.
12. Frank Kasparek, sales promotion, and F. J. Kraushaar, sales manager, both of Peters Sausage Co., Detroit.
13. Vern Schwaegerle, advertising manager, American Meat Institute, and Don Smith, advertising manager, Wilson & Co., Chicago.
14. J. D. Pepper, vice president, Pepper Packing Co. and J. A. Fryer, president, Fryer & Stillman, Inc., both of Denver.
15. Earl M. Gibbs, vice president, Earl C. Gibbs, Inc., Cleveland, and Mrs. Gibbs.

BRIEF INTERLUDES

1. Albert F. Goetze, president, Albert F. Goetze, Inc., and W. F. Schluderberg, president, Wm. Schluderberg-T. J. Kurdle Co., both of Baltimore.
2. Roy Stone, secretary and assistant treasurer, American Meat Institute, H. H. Meyer, president, H. H. Meyer Packing Co., Cincinnati, and treasurer of the American Meat Institute.
3. John Volpi, president, and A. Pasetti, assistant general manager, John Volpi & Co., St. Louis.
4. Robert Dragues, general manager, Kansas City, and A. Kornglebel, treasurer, Mickelberry's Food Products Co., Chicago.
5. Otto F. Raiman, Davidson Commission Co., Chicago.
6. Hugh M. Murray, general provision manager, Canada Packers, Ltd., Toronto, and R. W. Andrew, manager, William Davies Co., Danville, Ill.
7. P. M. Jarvis, executive vice president, Swift & Company, and Homer Davison, vice president, American Meat Institute.
8. J. F. Enos, partner, and Frank Linggi, partner, Pureta Sausage Co., Sacramento, Cal.
9. George J. Dietz, office of foreign agricultural relations, USDA, and Mrs. Dietz.
10. R. Q. Smith, secretary, Independent Livestock Market Association, Columbus, Ohio, and A. R. Hostetter, Kennett-Murray Co., Dayton.
11. Edward Foss Wilson, president, Wilson & Co., Chicago, and Mrs. Wilson.
12. Lynn Harrell, American Meat Institute, Dallas and Harold Schmid, purchasing agent, Roegelein Provision Co., San Antonio.
13. A. B. Davies, American Meat Institute, and Mrs. Davies.
14. H. B. Huntington, president, Scioto Provision Co., Newark, Ohio, and Mrs. Huntington.
15. Stanley M. Weir, general manager, and F. W. Gage, provision manager, both of St. Louis Independent Packing Co., St. Louis, and H. McCaw, vice president, Swift & Company, Chicago.

IN THE HUDDLE

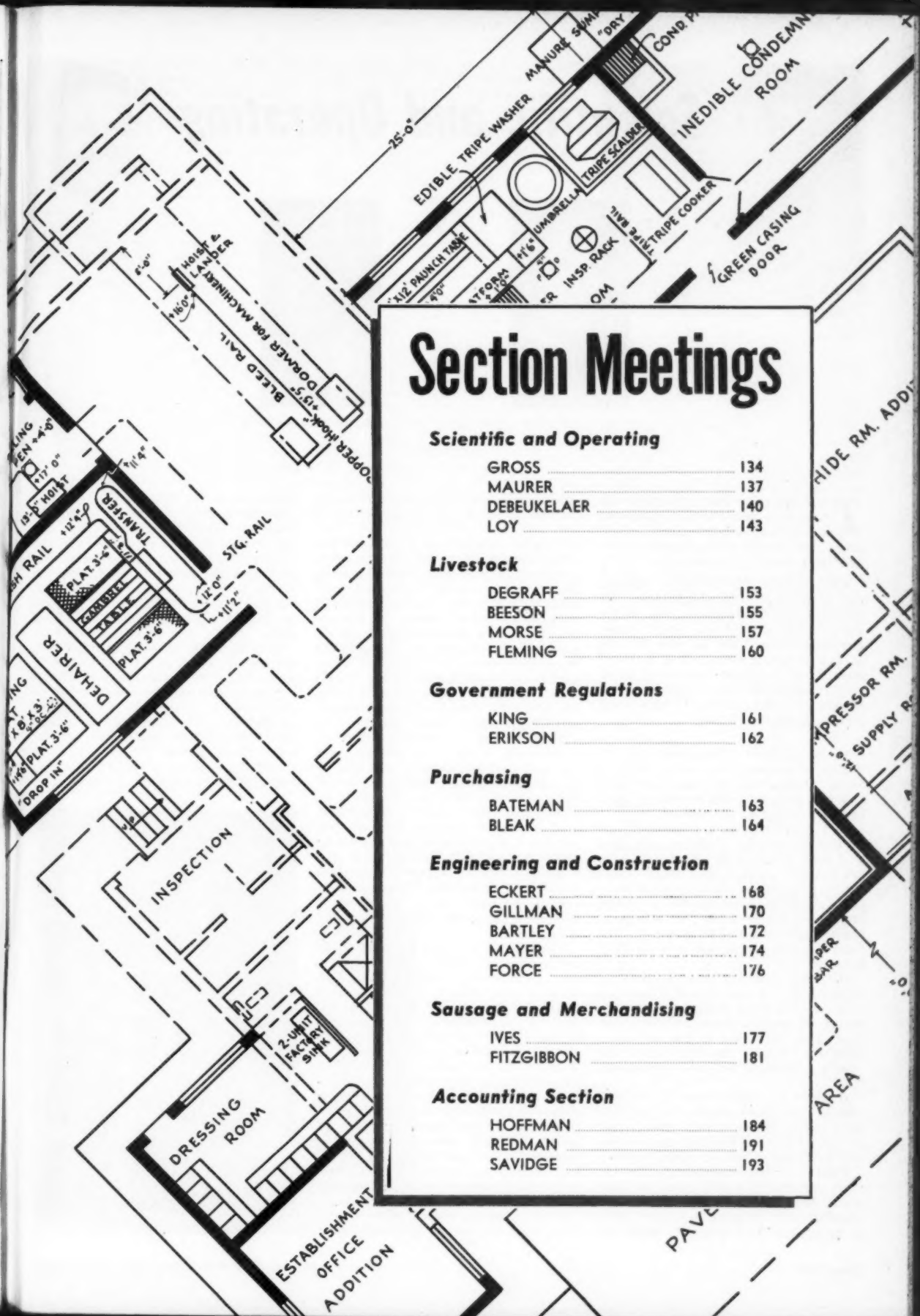
1. L. V. Faulkner, Chicago manager; John Rath, district manager, Chicago; J. A. Muth, sales manager, and D. A. Kilpatrick, provision department, all of Rath Packing Co., Waterloo.
2. Dr. J. M. Ramsbottom, packaging research, Swift & Company, Chicago.
3. E. D. Young, and Edw. G. Koehler, both of E. D. Young Sausage Co., Chicago.
4. R. A. Crombie, W. H. Everds, and H. P. Henschien, all of Henschien, Everds & Crombie, Chicago, and A. C. Bolz, vice president, Oscar Mayer & Co.
5. William Rabinowitz, president, Girard Packing Co., Philadelphia.
6. Mrs. and Edward Tracy, general superintendent, Ohio Provision Co., Cleveland.
7. O. E. Seiferth, general package engineer, Oscar Mayer & Co., Madison.
8. John Blankenship, manager, Storm Lake plant, Kingan & Co., and Gregory Pietraszek, *The National Provisioner*.
9. Mrs. and Max Bercowetz, assistant treasurer, Connecticut Packing Co., Inc., Bloomfield, Conn.
10. Samuel Romm, general manager, and Emanuel Cherkasky, vice president, Pyramid Meat Co., Philadelphia.
11. E. T. Randolph, *N.P. Daily Market and News Service;* Paul Strauss, partner, and George Gersony, partner, Gersony Strauss Co., New York City.
12. Earl F. Paxson, general manager, canned meat division; C. W. Phipps, and R. T. Foster, vice president, John Morrell & Co.
13. Mrs. Broecker, Penn Broecker, son, and Len Broecker, vice president, Louisville Provision Co., Louisville.
14. Jack Sharon, *N.P. Daily Market and News Service;* Dick Lowenstein, secretary, Superior Packing Co., Chicago, and Tom Evans, R. H. Norris & Associates, Chicago.
15. Chris Davison, son of Homer Davison, American Meat Institute.

VERY IMPORTANT PEOPLE

1. F. W. Hoffman, president, and E. A. Cudahy, chairman of board, both of Cudahy Packing Co., Omaha, and W. F. Price, retired, Jacob Dold Packing Co.
2. Mrs. and H. R. Smith, retired, former manager of National Live Stock Loss Prevention Board.
3. Patrick J. Lynch and Robert L. Fletcher, both Assistant Provision Managers, Oscar Mayer & Co., Madison.
4. R. Davis and H. H. Biggar National Live Stock and Meat Board, Chicago.
5. Harvey Burke, sales; George Gunsberg, vice president, and Morris Marx, curing foreman, L. Gunsberg & Sons.
6. J. L. (Fritz) Roberts, president, Georgia Packing Co., Thomasville, Ga., and Edward R. Swem, editor, *The National Provisioner*.
7. A. D. Curtis, president, Pueblo Packing Co., Pueblo, Colo.; Mrs. E. C. Rohlwing, and J. J. Driscoll, President, Colorado Packing Co., La Junta, Colo.
8. Mrs. H. J. Short, River Forest, Ill.; George Stark, president, Stark, Wetzel & Co., Indianapolis, and Mrs. Stark.
9. O. E. Jones, vice president; John Holmes, president, and Paul C. Smith, vice president, Swift & Company, Chicago.
10. J. C. Milton, manager, sales service division, American Meat Institute; A. D. White, formerly public relations chief for Swift & Company, and Carl C. Neuer, vice president, Maurer-Neuer, Inc., Kansas City.
11. H. A. Christ, purchasing agent, Hunter Packing Co., and Mrs. Christ, and M. C. Phillips, vice president, The Griffith Laboratories, Chicago.
12. John H. Moninger, American Meat Institute; George A. Schmidt, sr., chairman of the board, Stahl-Meyer, Inc., Brooklyn and Dr. A. R. Miller, chief, Meat Inspection Division, USDA.
13. Fred F. Geiss, Chicago, Murray T. Morgan, industry consultant, Washington; Earl Berky, industrial specialist, U. S. Army, Chicago, and Lester Stone, Tobin Packing Co., Fort Dodge.
14. L. E. Griffin, broker, P. G. Gray Co., Boston; H. L. Cooper, director of sales and procurement, Tobin Packing Co., Rochester, and R. K. Griffin, P. G. Gray.

MEETING CROSS SECTION

1. W. R. Sinclair, chairman of the board, Kingan & Co., Indianapolis, and Robert Burrows, J. C. Wood & Co., Chicago.
2. Albert F. Goetze, jr., assistant superintendent; Albert F. Goetze, sr., president, and Robert C. Goetze, comptroller, all of Albert F. Goetze, Inc., Baltimore.
3. John Cutting, American Meat Institute; Frank Hunter, president, Hunter Packing Co., St. Louis, and L. I. Norton, president, *The National Provisioner*.
4. Walter E. Reineman, president, Fried & Reineman Packing Co., Pittsburgh, and A. W. Brickman, president, Illinois Meat Co., Chicago.
5. David M. Bungard, secretary, Bronx Independent Meat Co., Bronx, N. Y., and Irving Tenenblat, president, Monarch Provision Co., Chicago.
6. Wayne H. Randall, R. T. Randall Co., Philadelphia.
7. E. L. Heckler, public relations manager, Armour and Company, Chicago, and Norman Draper, director of public relations, American Meat Institute.
8. Mrs. Merrill Maughan, Mrs. Jean Faeh, nurse, and Mrs. Hamilton Griffin, both of D. E. Nebergall Meat Co.
9. George Morrell, vice president, John Morrell & Co., Ottumwa, and Helen McGuire, *The National Provisioner*.
10. Alex Spink, safety director, Kingan & Co., Indianapolis; G. W. Hicks, Kennett-Murray Co., Nashville, and H. L. Sparks, president, H. L. Sparks & Co., National Stock Yards, Ill.
11. Park Dougherty, vice president, R. F. Gray, executive vice president and W. W. Michie, transportation division, all of Geo. A. Hormel & Co., Austin.
12. Dr. W. A. Barnett, sr., president and treasurer, Greenwood Packing Plant, Greenwood, S. C., and J. M. Balentine, vice president, Balentine Packing Co., Greenville, S. C.
13. Roy Reed, chief engineer, Samuels & Co., Dallas; Albert Frey, president, L. A. Frey & Sons Inc., New Orleans, and J. A. Lissner, The Globe Co., Chicago.
14. F. A. Downes, personnel manager, David Davies, Columbus, Ohio; Harry G. Murphy, sales, Milwaukee Spice Mills, Milwaukee, and Bob Kraft, purchasing agent, David Davies, Columbus.



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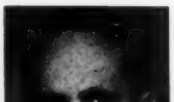
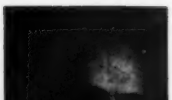
Scientific and Operating

DR. GROSS



A. B. MAURER



DR. DE BEUKELAER

DR. LOY

THE scientific and operating section convened Friday, September 21 at 10 a.m. in the Red Lacquer room, John E. Thompson, president, Reliable Packing Co., presiding.

CHAIRMAN THOMPSON: Opening our scientific and operating session this morning, our first speaker will discuss the problem of profitable waste recovery methods—a topic of vital interest to our industry today. May I introduce Dr. C. E. Gross, director of scientific research at John Morrell & Co., speaking on the subject, "Don't Wash Profits Down the Drain."

C. E. GROSS: Throughout the industry, experience has shown that, in many plants, valuable materials that could be recovered and sold as product are now going to the sewers.

In view of this fact, it becomes important to packers to obtain data that will show whether or not their losses are excessive, and if they are to institute a program of recovery or prevention. Aside from consideration of the lowered pollution factor, in many instances, a substantial profit can be realized if such a program is vigorously pursued.

Generally speaking, a waste recovery program can be started and brought to a successful level with a reasonable outlay of money. Technically trained help is of value but is not always a necessity. Proper training in a few simple procedures will assure accurate results.

Usually the survey can be divided roughly into three phases: the preliminary phase, the evaluation phase, and the action phase. Each of these steps will be discussed here at some length.

Phase one: the preliminary. It is obvious that before anything can be done about losses, it must be determined what material is being lost, how much is being lost, and what its potential value would be. This problem is not so difficult as it might appear to be at first glance.

The first step will be to measure the flow. Nothing can be done until a good, reliable figure is established, showing exactly what volume is leaving the plant. This figure can be obtained through one of a number of devices. The choice of a measuring device probably will be dictated by the existing sewerage system. If sewers are at or near ground level, requiring no excavation, a temporary type parshall flume which can be purchased in a prefabricated form[1] may be used (Fig. 1).

These flumes come in sizes according to the range of flow to be measured and can be placed in temporary position by the use of sandbags or temporary wooden construction (Fig. 2). This type of measuring device does a remarkably good job where turbulent flows are not encountered and where free flow away from the flume is permitted. Ordinary V-notch wiers or square-notch wiers are adequately described in engineering publications[2] and can be fabricated at the plant from materials obtained locally.

These wiers will give good results if the construction data is followed carefully. Where sufficient fall permits, Kennison nozzles[2] offer a very good means of accurately metering flows (Fig. 3). These are also relatively inexpensive to install and are recommended if a permanent installation is to be made.

After the flow-measuring device has been installed, with flows being accurately measured, a sampling program should be started. This can be handled either by a mechanical sampler,[3] of which there are several types on the market, or by hand sampling. Whichever means is decided upon, certain precautions must be taken in sampling which apply equally well to either.

It is necessary and of prime importance that the sample taken be representative of the total flow. If a mechanical sampler is used it should be placed so that the mechanism dips into the sewage at a point where thorough mixing occurs. In a parshall flume installation, the throat of the flume itself is the best point, while, in a wier or kennison nozzle installation, immediately below the point of fall is the ideal place.

It should also be kept in mind that the amount of sample taken should be proportional to the amount of flow. If the automatic sampler used cannot be regulated to obtain a proportionate sample, then the sampling day should be broken down, preferably into at least three periods. Normally these would be operating hours, cleanup hours, and non-operating hours. A sam-

FIG. 1: TEMPORARY MEASURING FLUME

ple and flow measurement should be taken for each of these periods.

A composite sample, representing the 24 hours, should then be prepared by mixing quantities taken from each of the three samples, proportional to the flow during each of the three periods.

If hand sampling is employed, sampling times should be frequent enough to insure that the total flow will be adequately represented. This can be checked by taking samples on two different schedules and checking the results. For example, samples could be taken at 10-min. and 20-min. intervals. If the two samples compare closely on analysis, it can be presumed that the 20-min. sample is as representative as the 10 and is therefore adequate.

Considerable care should be taken in sampling to prevent floating grease from being washed over the edge of the sample dipper and to see that heavy particles do not settle out and remain in the dipper. The entire quantity dipped up should be added each time to the container provided. None should ever be poured back to make a smaller sample. If a smaller amount is needed, a smaller dipper should be used. Adequate care should be taken to prevent any contamination of the sample from dirt, rainwater, etc. When it is determined that an adequate representative sample is being taken (and this is by far the most important single point in the whole program), then it must be decided what analyses are needed.

For general purposes, nitrogen and grease will be sufficient. If a sewage problem exists, then 5-day BOD and suspended solids[4] will undoubtedly also be wanted. Many plants have adequate facilities for running an analysis for nitrogen and grease. Those which do not will find that most any commercial testing laboratory can do this work; the service laboratory of the American Meat Institute Foundation[4] is equipped to handle such work.

If a sample must be sent to such a laboratory, it is necessary to preserve the sample to prevent putrefaction. This can be done for most packinghouse wastes by adding approximately 2 to 3 ml. of dilute sulfuric acid to each quart of sample. Battery acid strength has been found to be quite satisfactory, or a solution of 33 per cent sulfuric acid can be prepared. Samples thus treated can be held indefinitely at room temperature.

It has been the experience of the authors that when facilities for canning are available within the plant, the sample should be canned for shipment, since a can is much better suited to survive rough treatment in shipment than a glass jar or bottle.

Phase two: Evaluation. When the sampling is well under way and provisions have been made for the necessary analyses, phase two of the program can be started. This phase consists of the proper evaluation of the analytical results obtained. When sufficient analytical data are available, for example, on daily samples for two weeks, the average level of nitrogen and grease in the waste can be determined and these values can best be expressed on the basis of pounds per thousand pounds live weight killed.

These figures are obtained by multiplying the pounds of effluent (gallons times 8.345) by the parts per million of nitrogen and grease, and dividing by the number of pounds killed in thousands for a 24-hr. period. This figure is recognized by most authorities as the most practical method of expressing losses. There have been many figures proposed as the maximum for losses in a normal packinghouse using good housekeeping practices. However it is generally agreed that the figures of 1.5 lbs./1000 lbs. live weight killed for grease and 1.3 lbs./1000 lbs. LWK for nitrogen are reasonable and attainable for practically any packer who wishes to invest in the equipment and chemical control necessary to achieve this level.

Losses in excess of these figures must then be considered as avoidable and significant of financial loss to the packer. To illustrate what the level of loss may be at various plants, data (Table 1) were presented by Dr. Mohlman in his paper "Disposal of Packinghouse Effluents"[5] at the First Research Conference sponsored by the

FIG. 3: NOZZLE AIDS FLOW MEASURE

Council on Research of the American Meat Institute in 1949.

We have taken the liberty of converting Dr. Mohlman's figures from pounds per ton to pounds per thousand lbs. live weight killed for purposes of comparison. K. V. Hill, in his talk on packinghouse wastes given at the Institute's annual meeting in 1950 noted the losses of nitrogen at several packing plants (Table 2).

The figures in Tables 1 and 2 show that the levels of 1.3 lbs./1000 LWK for nitrogen and 1.5 lbs./1000 LWK for grease proposed in this paper have been reached by packers in actual operations. In some cases, even lower levels of loss have been reached. The limits are set

TABLE I

Type Slaughter	Pounds/1000 lbs. LWK Nitrogen (average)	Grease (average)
Hogs	2.67	0.90
Hogs	1.29	2.31
Mixed	2.03	1.44
Hogs	1.25	2.83
Cattle	2.34	0.68
Cattle	2.01	1.79
Cattle	1.02	1.01
Mixed	2.59	0.60
Hogs	1.47	0.27
Mixed	2.19	2.00
Cattle	1.08	0.55
Mixed	1.76	1.50
Mixed	0.79	0.50
Mixed	2.10	2.10
Average	1.75	1.32

TABLE II

Plant	Gallons of Waste per 1000 lbs. LWK	Lbs./1000 lbs. LWK Nitrogen
A	1300	2.0
B	1400	2.6
C	2300	2.2
D	3250	1.7
E	1300	0.8
F	4350	2.1
H*	750	1.2
I*	1250	1.6
		Min. 0.8 lbs./1000
		Max. 2.6 lbs./1000

*Slaughtering operations only.

FIG. 2: This is an operational view of the temporary flume. It does an excellent job where waters are not turbulent and where free flow-away from the flume is permitted. Unit can be held in place by sandbags or other temporary materials.

mainly by how far the packer wants to go to recover or prevent losses.

Interpretation of the results of analyses is not complicated or difficult by any means. Almost invariably, excessive losses of nitrogen indicate inefficiency in killing and tankhouse operations. Sewering of tankwater and blood or blood cook water accounts for the major portion of the nitrogen lost. Prevention of the loss of these materials will result in increased production of feed by-products. Excessive grease in

sewage indicates losses from trimming, cleanup and rendering operations. Normally, grease losses are comparatively easy to trace and prevent.

At this point it will be worthwhile for the packer to consider the dollar value of the grease and nitrogen being lost in sewage from his plant. A reasonable estimate of this loss can be determined readily from the analyses and flow figures. The weight of sewage in pounds, multiplied by the analysis in parts per million, will give the pounds of product being lost. In the case of nitrogen, this figure must then be multiplied by 6.25, which gives the loss of protein in pounds.

Division of this figure by 0.6 gives the pounds of equivalent 60 per cent meat meal. Current prices furnish the basis for calculating this loss in dollars. The value of grease can be computed from the pounds lost and the market price per pound.

Phase three: Action. As soon as it has been determined what the losses of grease and equivalent 60 per cent meat meal are, the third phase of the project should be entered. The problem here is what to do to prevent the excessive loss of valuable materials. The answer to this question will be determined by how far the packer wants to go to stop the losses and what will be economically practical from a profit standpoint.

Tankwater Protein Valuable

As long as protein sells at premium prices it is going to be worthwhile for the packer to save and evaporate all of the tankwater it is possible to handle. Many times tankwater is directed to sewers simply because of a lack of storage space. In other instances, evaporator capacities are so low that it is simply impossible to keep up. More adequate storage space and increased evaporator capacity normally will correct these conditions and reflect a corresponding profit from the increased production of stick liquor, which is normally used in manufacture of meat meal.

A word of caution should be given here. Serious losses of protein can also result from souring and putrefaction of tankage and tankwater. Therefore, the most rapid handling of tankage and tankwater possible is recommended. Storage of tankwater for any length of time requires tanks which can be held at temperatures of 160-170 degrees F. to prevent serious loss through breakdown of protein.

A complete account of a new method for quick handling of tankage and tankwater will be published in the near future in the journal, *Food Technology.*[3]

Grease losses can normally be corrected by tracing lines which contribute heavily and directing them to existing catch basins or erecting other grease traps or catch basins designed to handle them. A careful check should be made to see that floor drains from rendering departments are all directed to adequate catch basins to prevent the possibility of loss through spillage. In most plants a great many points of possible grease losses may easily be found.

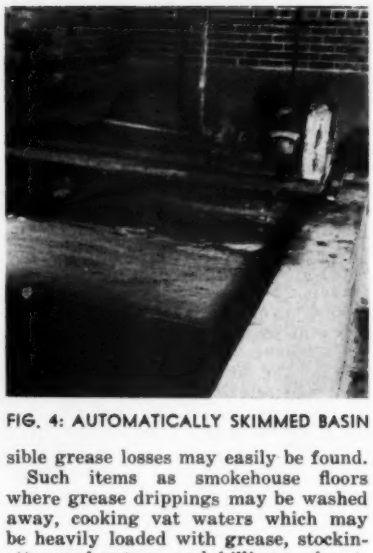


FIG. 4: AUTOMATICALLY SKIMMED BASIN

Such items as smokehouse floors where grease drippings may be washed away, cooking vat waters which may be heavily loaded with grease, stockinette washwaters, and killing and cutting floor wastes are all obvious sources. Gut washing or hashing operations should also be checked, since these are large contributors of grease to the sewer. Often grease losses can be reduced by the judicious use of squeegees before washing floors or trucks. Grease-bearing wastes, wherever they are found, should be directed to catch basins.

If no catch basins are available, it will sometimes be more economical to gather several sewer lines together and direct them all to an automatically skimmed basin of the type shown (Fig. 4), rather than to erect several small basins for individual lines.

In any situation where the waste strength of a particular sewer is in doubt, a short survey similar to that run on the plant effluent will serve to show how much grease or nitrogen is being lost in any particular case. A good rule to follow in determining whether or not nitrogen bearing waters are worth saving is to analyze the water for nitrogen, multiply the result by 6.25, which is the factor to convert nitrogen content to protein, and calculate the result in per cent.

Wastes which contain about 1 per cent of protein normally will be worth evaporating. Waters which contain grease usually can be spotted visually if the content is high. In case of doubt, a short period of settling will usually show the presence of recoverable floating greases on the water.

The following theoretical examples show the approximate cost of losses and the cost of recovering losses in small to moderate sized packinghouses. In a moderate sized plant killing cattle and hogs, where no particular effort has been made to recover grease and nitrogen from sewage, it can be expected that as much as 23 lbs./1000 LWK of grease and 3 lbs./1000 LWK nitrogen may be lost. It is known that with moderate changes this can be reduced to 4 lbs./1000 LWK of grease and 1.8 lbs./1000 LWK of nitrogen. The difference would be unnecessary loss.

On the basis of a 1,000,000 lb. per day kill, this would represent 19,000 lbs. of grease with a present value of about $1000, and 7500 lbs. of protein worth about $625. On a yearly basis these losses would be about $500,000. For smaller plants killing hogs only, losses probably would be proportional. It would be expected that, with a 250,000 lb. kill, dollar losses in sewage would be about $250 daily for grease and $150 daily for nitrogen.

On a 300-day working year, this would total about $125,000. Costs of recovery naturally will be different for each plant. It is estimated that for a medium-sized installation where no unusual problems exist, costs of prevention and recovery would run about as follows: a settling basin of the automatic type for grease bearing waters—$25,000; piping changes to permit segregation of valuable wastes from worthless wastes—$25,000; increased evaporator capacity to permit concentration of 1,000 gph of 3.5 per cent solids to 65 per cent solids—$45,000; additional tanks for holding water prior to evaporation, additional rendering facilities, screens, pumps, motors and other miscellaneous small equipment—$30,000. This would make a total investment of about $125,000. For smaller plants the cost would be lower, but not in direct proportion to kill.

The extent to which an individual

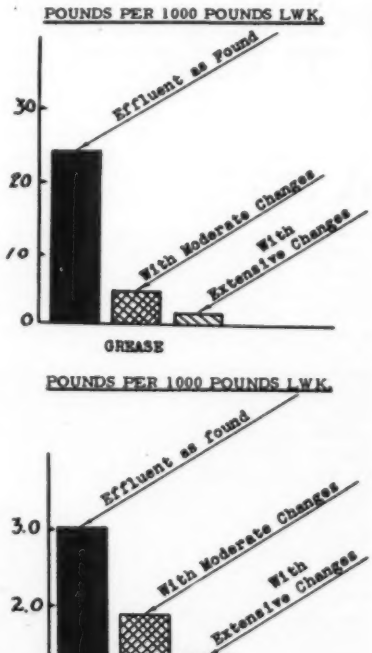


FIG. 5: SAVINGS POSSIBILITIES

packer will want to go in recovering or preventing the loss of these valuable materials will have to be decided on the basis of economic considerations. Although situations will vary, it is believed that for most plants three decisions could be reached as a result of a survey of this type:

1. The effluent can be left as it is found. This requires no investment, but also gives no return.

2. A moderate investment can be made. This will eliminate all of the easily recoverable and more obvious sources of loss and can be depended upon to increase the revenue from by-products. Little or no chemical control will be required; however, occasional checks should be made to prevent "backsliding" on cleanup operations.

3. If the capital is available it may be desirable to reduce the losses to the absolute minimum. This will require installation of considerable recovery equipment and probably changes in plant layout. Careful chemical control will be required to maintain a low level of loss. Returns on the investment will be considerable and immediate.

Graphically illustrated, the results to be expected are shown in Fig. 5.

A carefully conducted survey along the lines indicated in this paper usually will give the packer a good idea of how great his losses are. If these appear to be excessive, a little detective work to find the sources of loss and a program of recovery and prevention ordinarily will pay dividends in increased production of grease and feed by-products, as well as in lowered sewage treatment costs.

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CHAIRMAN THOMPSON: Our next speaker will discuss costs and possible profits involved in the marketing of glands for pharmaceutical use and the plant conditions under which the saving of these glands is possible. May I introduce Mr. A. B. Maurer, president, Maurer-Neuer Corporation, and his topic "Glands—Waste or Profitable By-Product?"

The Values of Saving Glands

MAURER

ALMOST every meat packing company at some time has given consideration to the practicality of saving animal glands and glandular substances. Many have been saving glands for a long time, while others probably have instituted such programs recently. Still others have been unable to reach a decision on whether to save glands—because of uncertainty over the effect on operating procedures; or lack of concrete information on how to go about instituting such a program; or —more likely—because they are not sure financial returns will be adequate to offset costs thus justifying the effort to get the program going.

Despite educational programs conducted by pharmaceutical establishments, considerable confusion still exists with regard to the practicality of saving glands. Almost all pharmaceutical people state that it is difficult to stimulate interest in a gland-saving program—even when facts and figures are presented to show that it is far from a red-ink operation. I suspect that this reluctance may, in many cases, be traced to the fact that most of us are trained to think in terms of satisfactory tonnage at a small margin, thus considering production on a basis of volume and labor costs. We, therefore, find it very difficult to visualize any possibility of operating satisfaction in items that are measured in terms of ounces and limited pounds rather than in hundred-weights and tons.

Whatever the reason, the impression that exists in the industry regarding the impracticality of saving glands and glandular substances is based on confused information. It is my hope, in discussing the topic—"Glands—Waste or Profitable By-Products"—first, to provide enough well-established information on the subject to permit a packing plant to make a clear-headed, unbiased approach to the problem; and, second, to show how the collecting and handling of such items should be carried out. In addition, I hope that some of my comments may prove helpful from the standpoint of improving quality and yield, enabling an increased return.

The information on which this discussion is based has not been confined to an analysis of our own company operations. These findings have been greatly augmented by a comprehensive survey conducted by staff members of the American Meat Institute and the American Meat Institute Foundation.

A substantial number of packing plants were visited by Henry Tefft, director of the Institute's department of packinghouse practice; Dr. H. R. Kraybill, director; and Dr. Frank C. Vibrans, assistant director of the Institute's department of scientific research; and by Hub Armstrong, chief of the Foundation's division of information and service. These gentlemen also interviewed executives of several leading pharmaceutical establishments, including Armour Laboratories in Chicago, Upjohn Company in Kalamazoo, Mich., and Eli Lilly in Indianapolis. We are, I may add, indebted to Eli Lilly & Co. for the excellent photographic slides with which my specific discussion of glands will be illustrated. The slides were prepared especially for our purposes here.

Who Should Save Glands

Why should you save glands?

The first question to be asked is whether your rate of slaughter will permit you to accumulate a satisfactory quantity of glands for shipment within a period of about three months. Glands properly handled and frozen can be held up to about three months and still be in good shape for pharmaceutical use by the time they reach the pharmaceutical plant.

In general, any plant slaughtering approximately 200 to 250 hogs or 50 cattle or more a week should be able to meet this requirement and to enjoy a satisfactory net return on the operation. In some cases, plants with a lower rate of production may be located close enough to a pharmaceutical collection point to arrange for smaller deliveries. Plants located in or adjacent to Los Angeles, Detroit, Cincinnati, New York, Philadelphia, Milwaukee, and San Antonio will find that arrangements have been made for collecting and pooling the production of several establishments.

The second question to be asked is: Do you have freezer facilities that permit you to hold glands in a satisfactory condition until shipment? All glands must be frozen promptly. Otherwise, they quickly lose the inherent factors that make them valuable for pharmaceutical use. The proper freezer temperature is zero degrees F. The top temperature for holding glands is 15 degrees above zero, but this temperature should be zero or lower if at all possible. This temperature should be essentially constant and the glands should be stored away from doors so as to avoid temperature fluctuations. If your plant is not equipped with freezer facilities capable of meeting these specifications, outside facilities may be available which will be satisfactory.

Another alternative is to provide a home-type deep freeze unit with sufficient capacity to handle your gland productions. In most cases, the net return on glands warrants investing in a home freezer unit of this type.

A third question to be answered is: Are any major operating or personnel changes required in establishing a gland-saving program? The answer is a positive, "No." Gland-saving procedures which are simple do not interfere

with normal operating routines. Proper containers for collection of the glands are small, generally requiring no rearrangement of usual facilities. Freezing may be accomplished by spreading the glands on sample trays or even on waxed paper. Containers suitable for use in storing and shipping are readily available at reasonable cost.

In the majority of plants contemplating saving glands, it is likely that no additional personnel would be required. The specific answer here, of course, depends on the plant size and rate of slaughter. But, in most cases, the removal, freezing and packing of glands can be handled in combination with other tasks and, once the routine has been established, will occasion few problems and limited additional cost over present operations.

Where the number of animals dressed is too large for combination handling, additional help may be required in the removal of some glands. In such cases, additional revenue will far exceed added labor and other costs.

Interest Workers in Program

The primary requirement in establishing effective collection of glands is to arouse the interest of plant personnel assigned to do the job. Sell them on the vital role these glands play in alleviating suffering and on why the glands must be handled right if they are to be of any use in the manufacture of pharmaceuticals, and your job will be three-fourths accomplished. In most plants, one or more of the employes have relatives or friends who are suffering from some ailment induced by a glandular deficiency. Find that person and you will have a strong ally among your workers. In many cases he will help to get the job done right. Sell the foreman on the importance of the job and good supervision will come almost automatically.

The fourth question might be: What glands and glandular substances should be saved? As a starting point, let's take ox bile.

Almost any plant that kills cattle can save ox bile. Most smaller plants will collect, preserve and ship liquid gall. In this case, about the only equipment needed to get in business is a 55-gallon steel drum with a removable head or bung; one that can be sealed and shipped without danger of leakage. A clean bucket, with a piece of screen wire over the top is located conveniently on the kill floor. As the gall bladders are removed, they are dropped onto the screen and slit open, allowing the gall to drain into the pail. The gall is then transferred to the drum for storage and shipment.

Some method of preserving the gall must be employed. Where shipping distance and plant facilities permit, preservation of gall may be by freezing. Preservation in most cases, however, will be handled by addition of four pounds of solid caustic soda or two pints of technical grade chloroform per 55-gallon drum. If chloroform is used, the drum must be stored in a cooler at 40 degrees F. or less, and the chloroform is added at the time of shipment.

Where caustic soda is used, no refrigeration is necessary, since the preservative is added with the first gall placed in the drum. The drum is capped and up-ended at the end of each operating period to insure thorough mixing of all fresh gall with the preservative. Many of the larger plants—those slaughtering 1,000 or more cattle in a week—concentrate the product by simmering it in a steam-jacketed kettle. Depending on size, from two to three cattle will yield a pound of crude bile. At current prices, a 55-gal. drum is worth from $55 to $65 f.o.b. your plant. The expense of collecting is virtually nil. This comment relates only to beef and calf bile. There is very little demand for hog gall, since the chemical composition is entirely different and it has only limited pharmaceutical use.

The simplest and quickest method of indicating what glands merit your attention in setting up a gland-saving program is to show them in chart form. Two charts will do the trick. The first one relates to cattle:

Please note on Chart No. 1 relating to cattle glands and bile . . . are listed the pancreas, the suprarenal or adrenal glands, and the pituitary gland. The second column shows the number of glands per animal and the third, the number of animals required to produce one pound of fresh material. The fourth column indicates the approximate number of pounds required for satisfactory shipment. The exact amount of a satisfactory shipment, as stated previously, will vary according to requirements of the pharmaceutical buyer and arrangements can be made for shipments smaller than those indicated.

CHART NO. 1
BEEF GLANDS AND GLANDULAR SUBSTANCES

Glands or Glandular Substance	No. of Glands Per Animal	Yield, No. Animals Per Lb. of Glands	No. of Lbs. Satisfactory Shipment	Estimated Value Per Animal
Pancreas	1	2	100	15 to 20c
Suprarenal or Adrenal	2	20 to 25	100	6 to 8c
Pituitary	1	160 to 175	10	2 to 3c
Bile	1	2 to 3	425 lbs. or 50 gal.	5 to 8c
APPROXIMATE VALUE PER HEAD				28 to 39c

The last column provides an estimate of the value of these glands per animal. The demand for all three glands has been strong. By totalling the values listed in the last column, you will note that the value including bile, is from 28c to 39c per head of beef slaughtered. Multiply these figures by the number of cattle you slaughter and you will get an idea of the gross value of these glands and bile. Calf pancreas glands, which are not listed on this chart, are in extremely strong demand. The value is between 4 and 5c per head, and it takes the pancreas of about 16 calves to make a pound. There seems to be a fairly active market also for beef spinal cords, with a value of from 2 to 2½c per animal.

These weigh about a quarter of a pound each and are sold frozen in 100-lb. blocks. Gallstones currently are in strong demand and can be collected by splitting the gall bladder wide and catching the stones on the screen at the time bladders are drained into the collection container. Gallstones, which must be handled with reasonable care to avoid breakage and which must be air dried and then wrapped in cotton for shipment, currently are valued at about $2 per ounce for whole stones and $1 per ounce for broken stones. Most gallstones are exported to the Orient and the use made of them there is somewhat of an oriental mystery.

Chart No. 2 shows hog glands meriting your interest. The various columns are identical with those on the previous chart. The glands listed are: pancreas, with a value of 5 to 8c per head; thyroid, valued at about ¾c per head; and pituitary, valued at about 3c per head. The market for suprarenals or adrenals is a little soft right now, and the value of 2 to 2½c per head may or may not be entirely accurate. The figures probably represent a good average for the last year, however. In any event, the total value of the four should range from 10 to 14c, gross.

The number of hogs required to yield a pound of pancreas glands may seem to some of you to be somewhat low. If care is exercised to get all of the gland, however, experience shows that you can come pretty close to this yield figure. Yield figures throughout, both in the case of beef and pork glands, may be somewhat affected similarly, as well as by the general weight average of the animals slaughtered. In general, however, I believe you will find these two charts are reasonably accurate.

CHART NO. 2
PORK GLANDS

Glands from Hogs	No. of Glands Per Animal	Yield—No. of Hogs Per Lb. of Glands	No. of Lbs. Satisfactory Shipment	Estimated Value Per Hog—Cents
Pancreas	1	5	100	5 to 8c
Thyroid	1	67	50	¾
Suprarenal or Adrenal	2	100	25	2 to 2½c
Pituitary	1	1700	1 to 10 by arrangement with the buyer	3
APPROXIMATE VALUE PER HEAD				10 to 14c

Time does not permit a detailed discussion here of the procedure for removing, trimming and handling these glands. You can obtain this information in leaflet form from the pharmaceutical houses or the Department of Scientific Research of the Institute. In addition, Armour Laboratories, Eli Lilly & Co. and other pharmaceutical houses maintain a field staff that will give you direct assistance in setting up your program. Almost any veterinarian or inspector can assist you in locating the glands

in the carcass and in working out the most efficient method of removing them.

While I shall not go into detail on plant procedures, I should like to emphasize certain factors that affect quality and yield, and to say a word about collecting pituitaries.

The pituitary gland, as previously mentioned, is located at the base of the brain. It is very small—about the size of a hazelnut in cattle and about one-eighth that size in hogs. It can be removed only by splitting the skulls of the animals slaughtered. If you save brains, you already are splitting heads and the removal of the pituitaries represents no particular problem. If you are not saving brains, the additional operation may be worthwhile and warrants careful study. If your market will absorb the brains produced by splitting heads, the revenue available from this product will be in addition to the hog pituitaries which are selling at $50 per pound. If your pork floor is not equipped with a mechanical head splitter, plans are available from Armour Laboratories for making a very efficient manually-operated splitter, using a beef cleaver as the blade. The cost is around $25, including labor and material.

My comment to follow probably will be of interest even to those who have been saving glands for some time. Yield and quality, and therefore return, depend to a large degree on getting all of the glands and on handling the glands in the right way. Check up on your workers from time to time to make sure that they are saving glands from all animals slaughtered and that they are getting all of each gland. The pituitaries, for example, are actually two glands in one. Make sure that they are getting both parts of the gland. Where operating procedures permit, it may be better to pull the pancreas glands instead of cutting them out.

How to Get Maximum Yield

In many cases, employees may be leaving the pancreas tail behind in trimming. You can improve your yield substantially by making sure that removal of glands is being carried out efficiently. Since pharmaceutical houses put glands into process in a frozen state and without individual handling, and since fat is detrimental to the final product, it is most important that glands be properly trimmed as they are removed from the animal and before freezing.

Now that you can see the monetary profit that can be made by saving glands, let us explore the humanitarian need for these products. The health and happiness of those who are afflicted by one of several diseases or deficiencies depends upon the use of some substance derived from animal glands.

Some of these sufferers are members of our own families. Others are friends and neighbors. But whoever they are and wherever they are, it is up to us to provide the means of ending or lessening their suffering. In many hundreds of cases, we hold—in the glands we save or destroy—the key to whether people live or die; whether they spend a foreshortened life as invalids or are able to assume a normal, happy place in society.

TOP: O. M. Lein, supervisor, St. Paul Sausage Co., St. Paul, Minn., and Mrs. Lein. BOTTOM: William F. Manger, vice president, Manger Packing Corp., Baltimore, and Mrs. Manger.

If there is a packer in this room who is a diabetic, or one who has a close friend or member of his family requiring regular injections of insulin, that packer does not need to be told why he should save the pancreas glands from every beef or hog or calf dressed in his plant. He knows what would happen if the supply of insulin, even temporarily, were shut off from the victim of this glandular deficiency, and it's safe to say that his self-interest or his compassion for such a patient would compel him literally to turn his plant upside down before he knowingly would permit such glands to go to the tank house.

And while we are talking about diabetics and about insulin, it is worth remembering that there are more than a million identified cases under treatment and probably another million cases not yet subjected to control. Insulin has been in use for nearly 30 years and is the only genuinely effective weapon available to the physician in the control of diabetes. It takes five tons of raw glands—in other words the pancreas glands from more than 20,000 cattle or those from more than 70,000 hogs—to produce one pound of insulin crystals. No synthetic substitutes has ever been found and we, alone, can provide the glands required for this purpose.

Pituitary Has Many Uses

All of the time alloted to me this morning easily could be devoted to a discussion of glands and their functions and to pharmaceutical products derived from animal glands. That would make a very interesting story, too. But since we are concerned essentially with saving glands in the packing plant, my comment in this connection will be very incomplete.

One gland that is extremely important from pharmaceutical and medical therapy viewpoints is the pituitary. This—a very small gland located at the base of the brain—secretes a number of exceedingly vital substances, each of which serves a specific purpose in the body. One pituitary hormone, for example, controls growth of the young. If it is absent, a child or animal will be a dwarf; if it is in excess supply, a giant is produced. Other hormones secreted by the pituitary regulate blood pressure, control functioning of the reproductive organs and activity of the thyroids, mammary and adrenal glands. Some of these hormone substances now are being extracted from cattle, calf, hog and sheep pituitaries for medicinal and correctional use in connection with glandular deficiencies in human beings.

You recently have been reading a lot about one of these pituitary hormones and the fact that scientists of Armour and Wilson have been successful in extracting it from animal pituitary glands. It is known as ACTH. This material is useful in the treatment of rheumatoid arthritis, rheumatic fever, asthma, certain blood infections, and a variety of conditions. Experimentally, it is believed to have value in many diseases.

One important fact about ACTH is that, when secreted by the pituitary gland or when administered by a physician, it serves to stimulate the adrenal or suprarenal glands. You probably are aware of the fact that adrenalin, manufactured from animal suprarenals, has been used by physicians for years to control capillary bleeding, as a heart stimulant, and in certain conditions produced by shock.

In the absence of ACTH, the adrenals fail to function, in fact, will atrophy, but when properly stimulated by ACTH the adrenals, in turn, produce a large number of steroid compounds capable of hormone action. I shall not attempt any detailed discussion of these hormones, other than to say that many of them have been identified and that they serve a wide variety of purposes in the body. Among these functions are the mobilization of body energy sources and the restoration of energy; stimulation of protein syntheses and prevention of protein breakdown in the body; and control of chemical balances in the body tissues.

One group of these substances from the adrenal is of especial interest right now because scientists recently were successful in developing methods of producing it synthetically from the bile of sheep and cattle. In this synthesized form, it is known as cortisone. Cortisone has been shown to be responsible for the arrest of arthritis.

Here you have the essentials of the story about ACTH and Cortisone in "a nut shell." And you have an idea of why it is important to save hog and beef pituitary and adrenal glands and ox and sheep bile.

The Arthritis and Rheumatism Foundation reports that 7,500,000 persons in the United States are afflicted by arthritis and rheumatism and that, of this number, about one million persons are totally or partially disabled.

Rheumatic disease, the Foundation

estimates, costs American business and industry about 97,200,000 work days each year and costs an average $520,000,000 in lost wages. Approximately $100,000,000 is spent annually for medical treatment. Relief allowances cost the American taxpayer some $128,000,000 per year. That adds up to nearly a billion dollars which is a sizable figure in anyone's money.

Now if you are acquainted with anyone who has been crippled by arthritis or other rheumatoid diseases, you are well aware of the burning hope for an end to suffering that was aroused by the announcements concerning the experimental use of ACTH and cortisone. But, in facing that hope and confidence that science at last has found the key to control this suffering, it is important that we remember that neither ACTH nor cortisone will cure.

These pharmaceuticals, like insulin in the case of diabetes, must be administered at carefully regulated intervals if continuous relief is to be afforded a patient. The supplies of ACTH and cortisone available to the medical profession now are limited to the amounts that can be produced from the meat animal pituitaries and beef and sheep gall that we, as packers, deliver to pharmaceutical manufacturers. And, even if all of the pituitary glands and beef and sheep bile were available for pharmaceutical purposes from the entire world's slaughter, the supply of ACTH and cortisone still would be inadequate to treat the potential users in this country alone. Ultimately, these products will be synthesized from materials other than meat animals.

Until then, we are the sole source of relief for hundreds of suffering people and can provide the only opportunity for further research into glandular functioning with its possibility of solving the mysteries of diseases caused by glandular failures and deficiencies.

Our obligations in these connections are very great, indeed; and they are obligations that cannot lightly be thrust aside. Fortunately, these obligations can be fulfilled by the average packing establishment without sacrifice.

In conclusion, I should like to reiterate that the saving of glands and glandular substances is practical and profitable for the average packing plant. If you are not now saving the items mentioned during this discussion, give very careful consideration to instituting a gland-saving program in your plant.

If you now are saving glands, or intend such an operation, check closely on yield and quality. Care in collecting and handling will pay dividends. It would seem that the demand for hog and beef glands and for beef bile will continue strong within the foreseeable future. The need is very great and, from every personal viewpoint, the inducement is strong. If you need help or further information, write the Institute's department of scientific research or contact one of the pharmaceutical houses. The latter are interested in getting all of the glands it is possible to procure. They will be glad to have an opportunity to work with you.

CHAIRMAN THOMPSON: Dr. F. L. DeBeukelaer of the American Meat Institute Foundation will report on current and future research seeking to reduce shipped hide weights through the reduction of non-leather making materials in the cured hides.

TOP PHOTO: C. W. Dold, sausage sales, and J. J. Tierney, both Armour and Company, Chicago. BELOW: Sidney Hark and Fred Hark, Hark Beef Co., Boston.

New Hide Research Imperative

DE BEUKELAER

IT MAY appear superfluous to emphasize the importance of the mutual dependence of the tanning and meat packing industries before a group of technical and operating experts such as you.

However, the continuous and steadily increasing use of substitutes in the production of various types of leather goods has already reached such proportions that the future by-product value of hides and skins is seriously threatened.

Consequently, there is an urgent need for initiating a constructive program in our industry to combat this constant threat that gains momentum as we wait, hoping the effect is only temporary, or will level off at its present volume.

The magnitude and seriousness of the situation is strikingly reflected by the data which I am about to present and for which I am indebted to Dr. Irving Glass, executive vice president and economist, Tanners' Council of America, and to Russell Ives, associate director, department of marketing, American Meat Institute.

The graph shown in Fig. I connects the points representing the percentage of civilian shoe production made with leather soles each year for the preceding quarter century. You will observe the drastic reduction in the proportion of leather-soled shoes after 1926, a trend not arrested until 1934, and that subsequent recovery was never complete.

The partial recovery experienced during the next few years (1934-1936) reached a maximum proportion of 80.4 per cent before it suffered another decline. This did not prove as drastic as the preceding one, but the recovery was short-lived due to the abnormal conditions associated with the period just before and after Pearl Harbor.

The reasons for the sharp decline shown during the war years are well-known. The removal of controls, depleted inventories and consumer buying power accounts for the sharp rise of the curve for the year 1946, but even under these favorable conditions the recovery hardly reached the minimum values of the pre-war period. The decline since 1947 has been practically as sharp and of greater spread to date than for the period of government restrictions on civilian production. A projection of the curve, based on available data for the current year, now crosses the 50 per cent value.

In other words, leather soles are used on less than half of the shoes manufactured in this country today. Rubber, composition and other substitutes have cut the market for sole leather made from packer hides by just that much.

The graph in Fig. II shows the fluctuations in the percentage of shoe production having all-leather uppers for the same period represented by that for sole leather. Here you will observe no progressive declining tendency as is the case for sole leather.

Undoubtedly, up to now, upper leather has not had formidable competition from the synthetic field. But developments in the current fall season footwear for women are of significance.

Price resistance by the public and dealers has caused shoe manufacturers to look to other materials for shoe uppers, such as velvet, wool or nylon mesh vamps, costing about 1/3 as much per sq. ft. as upper leather. This may well be the beginning of a similar trend toward the use of substitutes for leather in the manufacture of shoe-uppers.

The draggy condition of the heavy hide market during the past few years is, of course, a reflection of the changed conditions in the sole leather industry. Naturally, the sole-leather tanner was

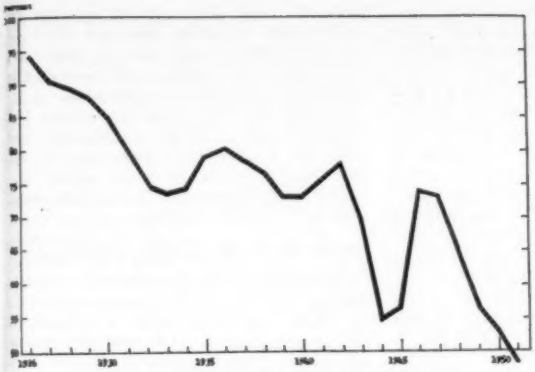


FIG. 1: LEATHER SOLE TREND SHOWN

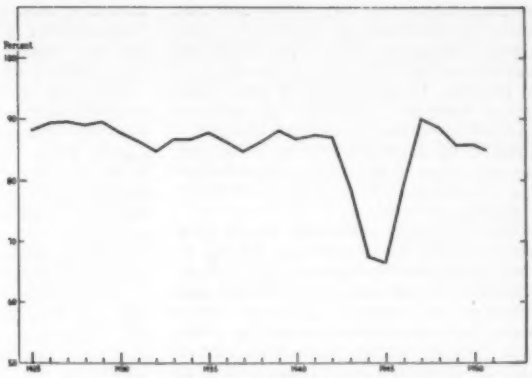


FIG. 2: TREND IN LEATHER UPPERS

the first to feel the effects of this situation and realizes full well its implications. The tanning industry has made notable progress during the past few years in its drive to reduce relatively the unit cost of leather production. In the sole leather branch, particularly, concentration of manufacture to fewer units of large capacity and reduction in over-all processing time, especially that of tanning, have been most effective.

Scientists of both the tanning industry and the allied trades are constantly working with the operating personnel to improve the quality of the product and to lower its cost. However, this obviously is not enough; additional efforts are indicated.

Your attention is now directed to the graph of Fig. III. There you see depicted the decreasing trend in the values of the ratio of the selling price of cured hides to the cost of cattle on the hoof. This, of course, is but another manifestation of the effect of the use of leather substitutes which strikes all the way home.

In 1915, the value of the cured hide represented 285 per cent of the original cost of the live animal pound for pound; today the proportion is 91 per cent. The decline has been continuous and progressive and corresponds roughly with the decline in use of leather, and more especially that of sole leather.

For many years the hide industry has been lulled into a false sense of security and optimism through a belief that the supply of hides will never exceed the demand, and that regardless of this relationship, hides will always be converted into leather at some favorable price level. The fallacy of this position should be at once apparent from the implications contained in the trends shown by the curves on the various charts which accompany this article.

Similar situations have confronted the meat packing industry in the past. In some instances, these were accepted with an attitude of resignation to the inevitable; in others, action was delayed until the chances of recovery were tragically reduced. Need I more than mention chemical fertilizers, vegetable oil shortenings, artificial casings, ethylene glycol or other items, in support of this assertion?

In view of the characteristic conservatism (shall we say) of our industry, where time-honored practice is involved, it is most encouraging that the fight for preservation of the important place of cured hides in the realm of by-products has already begun in a limited way.

I refer, of course, to the hide research program supported by grants from the American Meat Institute and the Tanners' Council Hide Bureau for the first year's work and which has been carried on at the American Meat Institute Foundation at the University of Chicago and the council's laboratory at the University of Cincinnati under the able direction of Dr. H. R. Kraybill and Dr. Fred O'Flaherty, respectively.

Aims of Research Program

The objectives of this initial program were: (1) to develop a process for the removal of manure from green hides and thereby effect a saving in transportation charges primarily and secure any additional benefits that might arise from this practice, such as reduction in hide stains, or improved curing conditions; (2) to develop a method for determining the actual content of leather making substances in a given shipment of cured hides, practical in application and of the required accuracy.

Work directed toward attainment of the former objective was conducted at the Foundation; that of the latter objective was carried on at the council's leather research laboratory during the year just past. While neither of these objectives was completely attained, considerable progress was made in both cases so that eventual success is reasonably assured. I'm sure you are interested in learning of some of the developments arising from this work which I shall now briefly review.

The exploratory work in connection with the pre-cure cleanup of fresh hides resolved itself into a cut-and-try procedure based upon a general knowledge of the conditions that promote the absorption of water by matter. Working with small specimens of material from manury hides, many ineffective agents were quickly eliminated and the more promising ones were screened out for trial in larger scale tests.

In short, two formulas were developed for processing uncured, heavily manured hides at the operating level. One involves the use of a synthetic product which is produced in large tonnage to serve as raw material in the production of resins, plastics, agricultural fertilizers, etc.

The other, likewise, employs synthetic products derived from petroleum and other natural sources, which pos-

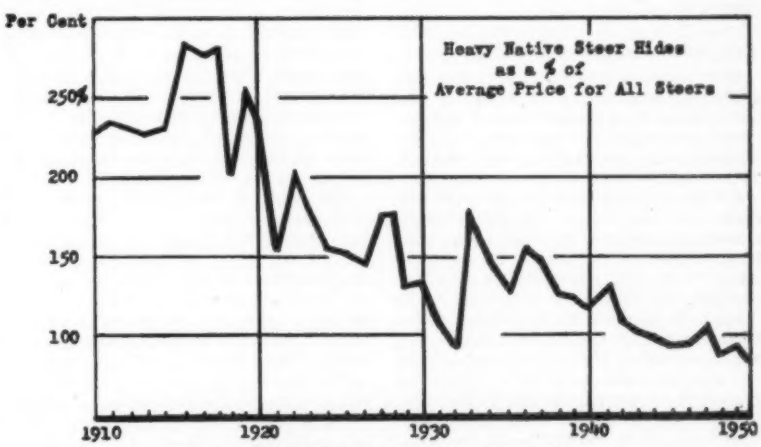


FIG. 3: DECREASE IN HIDE-CATTLE PRICE RATIO

sess surface-active properties and are known in the trade as synderts or synthetic detergents. These two formulas have been found to promote the up-take of moisture by the physically and chemically complex deposits of manure carried by cattle hides and which results in a sluffing-off of this foreign matter when sufficiently agitated during treatment with solutions of these reagents.

One prudently raises the question of the favorable or unfavorable effects of such treatment on subsequent tannery processes or on the yield, quality and selection of leather produced from hides thus treated before curing. This is a problem of the immediate future and is being currently investigated at the foundation.

At the Cincinnati laboratory considerable progress has been made in developing a workable method for determining the amount of leather-forming protein present in cured hides at the time of delivery inspection, and valuable information on the relative distribution of the mixture of proteins present before and after cure is secured.

This work has shown that there is no demonstrable difference in the content or distribution of these proteins in the two sides of a given fresh hide but that there were definite positional variations within any given side. That actual differences in the moisture, ash or protein fractions exist between one green hide and another was demonstrated and indicates that this affects their relative values in the cured state.

Differences in cured hides were restricted to moisture and ash (mainly salt) data; protein fractions and consequently leather-forming substance remained relatively unchanged, so that the higher ash content of green salted hides is compensated by a lower moisture content and vice versa for brine-cured ones. As a corollary, these findings should permit one to conclude that the potential leather value is unaffected by the type of cure used.

In spite of all this positive information, further data will be required before a satisfactory sampling procedure can be evolved upon which to base an accurate method of assay for leather purposes.

Program Must Be Expanded

The above accomplishments are encouraging and constructive but if not followed up by an expansion of the research program, the movement will be automatically indexed in the file of "Too Little—Too Late."

On the premise that a substantial increase in the content of the leather-making component of cured hides will be mutually advantageous to the producer and the converter of this by-product, the following program is afforded. It provides for a study of some of the more obvious ways in which the above objective may be realized. Since the absolute amount of hide substance cannot be increased, the alternative lies in an increase in its relative proportion through a reduction of the non-leather forming components, such as moisture, salt, fats, fleshings and hair. This concept is not original with your speaker; others have suggested one or more phases of it in the past.

One may well ask why such an apparently simple solution of the project requires preliminary study at the research level. The answer, of course, is found in the complex relations existing between the characteristics of the packinghouse product and the pre-tanning processing required to convert the material into leathers possessing the properties required for its end use.

Furthermore, the removal of fleshings and hair will influence several factors associated with the subsequent curing of the hide and raise questions regarding the probable enhanced quality of these items when removed before curing rather than after liming in the tannery beam house, and to what extent this increased value reduces the cost of such operations.

Consequently, a research program relating to the proposal to "flesh" green hides should be broad enough to include a study of the effects on time and uniformity of subsequent hide cure, and of the advantage and disadvantage of separate cure of fleshings and of the relative value of such fleshings for rendering or glue purposes.

For obvious reasons, the removal of hair should precede the hide curing process, so the research program relating to this proposal should give consideration to the relative merits of doing so before or after any pre-cure fleshing operation. By far the most important phase of this portion of the program will involve studies leading to the development of a process of hair removal that will preserve to a maximum the natural properties of the hair and that will not plump or in any way impair the quality of the hide.

Several important considerations, which any program must cover are linked to the proposition of moisture reduction. Hides of lower moisture content will require less salt per hide in saturating the residual moisture. This fact introduces questions regarding the minimum time and optimum concentration of salt for a brine curing process and the resulting saving in curing supplies.

A reduction in curing time may also make possible a saving in the carrying and repair charges through reduction in the required number of curing units. No less important will be a study of the various methods by which moisture or brine is removed, such as pressure or evaporation, or a combination thereof.

The scope of these studies should include also a consideration of effects that may exert an influence in the processing of the hides at the tannery. For example, the degree of dehydration that can be realized without requiring undesirable changes in tannery beam house processing is unknown and will require determination of satisfactory limits. Questions such as: Can the extent of dehydration be increased by addition to the brine of any agent that will speed up the "soaking back" process at the tannery, and, to what extent can beam house lining process be accelerated by hides that are free of the epidermal system and of fleshings, are ones that must be definitely answered in any adequate program.

I trust the foregoing discussion has dispelled any doubts regarding the need for a systematic investigation of the various angles involved in the proposed modification of a practice, long standard in the industry.

Seek New Marketing Methods

Needless to say all this will necessitate a revision of the present methods of marketing cured hides. The successful conclusion of the research being conducted at the Tanners' Council laboratory will provide the basis for such revision. Then quality and quantity of the leather producing component of the product will determine its value.

I can do no better in emphasizing the important bearing that realization of the objectives of the above research program will have on the future of the hide and leather industries than to quote an excerpt from a letter by Mr. Glass to your speaker with reference to this matter:

"It would be repetitious for me to dwell on the factors which have been responsible for the growth of substitutes and the loss of leather markets, particularly in sole leather. One phase of that whole problem, however, is extremely pertinent to the joint research program undertaken by the American Meat Institute and the Tanners' Council. During the war enormous strides were made in the technology of substitutes and synthetic materials.

"The knowledge and the industrial capacity created by wartime exigencies was brought to bear upon civilian markets after the war. In sharp contrast to the progress made by manufacturers of substitute materials in the development of primary and semi-processed raw materials, the tanning industry must begin with an organic product which has seen virtually no changes in generations.

"Perhaps the most formidable obstacle we have at all times is the cost of our raw material. I refer to cost here not alone in terms of the quoted price for hides or skins, but the economic utility and value of those hides and skins in terms of the tanners' ability to process them into uniformly high-grade leather. Any improvement in the quality of raw material adds to the tanners' production and merchandising armory and in that sense reduces the true economic cost of producing leather.

"Hence, if we can improve the quality and character of our raw material we can compete more effectively with the synthetics which have behind them the modern technological means of predetermining and maintaining consistent quality.

"The tanners and the packers are equally the beneficiaries of any constructive efforts to raise raw material quality standards. They benefit because the ultimate market can be better maintained and the comparative return for leather and therefore for raw material

can be higher than it otherwise would be.

"In the sense I have indicated, better quality of raw material is the most potent factor we can look to in order to decrease our true cost and enhance the competitive economic value of leather. Raw material quality is therefore of the essence to the tanning industry and to the packing industry. It would be difficult to over-emphasize or exaggerate the importance of research such as was initiated jointly last year, not alone for its technical aspects but for its deep-seated economic significance."

I do not wish to leave the impression that the solution to this mutual problem rests solely with the hide producer. The tanner must pull his share of the load. Aside from the relative cost factor production of hides possessed of their original content and quality of leather-making protein in concentrated form will not suffice to compete with sole leather substitutes on a performance basis. Research must be directed toward improvement in the wearing quality of present-day sole leather so as to make it competitive in performance as well as in price. This, of course, is a project for the tanning industry. The hide producer can only preserve for the tanner those characteristics which nature has created in the animal's protective covering.

In closing, let me assure you it is fully realized that the adoption of the practice proposed above presents complications not only for the hide producer but more especially for the tanner. However, we can be confident that any difficulties arising will be surmounted if there is sufficient incentive for doing so.

In view of the fact that hides and skins traditionally have represented the most valuable single by-product of the packing industry and in view of the sharply downward trend in use of leather—with all that this implies—I commend the possibilities of an adequate research program to you in the hope that this industry may find in it a means of determining the future of this product. The alternative appears to be to have that future determined for us by the manufacturers of substitutes for leather.

CHAIRMAN THOMPSON: "Maintaining Uniform Quality of Product" will be the subject of our next speaker, Dr. W. C. Loy, chief chemist of Wilson & Co. Dr. Loy will analyze methods in which variations in quality of product may be reduced to a minimum through worker education, laboratory analysis and advance planning.

Complexities of Quality Control

DR. LOY

I NOTE that the program lists this as a challenging inquiry—challenging to me, certainly, and I hope challenging to you. Challenging to me in that it brought to mind more definitely how little we know about some of our problems and how much we have to learn.

This originally started out as a discussion of quality control as applied to the packinghouse. I don't like the term "quality control" but I don't know of a better one to use. To me the term "quality control" in the last few years has come to mean a highly intricate laboratory and statistical device which the ordinary man doesn't even pretend to understand.

We tend to lose sight of the fact that actually we have had quality control in the packinghouse for many years—in fact, even before the first laboratory was put into a packinghouse. It is not a subject that primarily interests only the chemist or the statistician, but actually is a subject which must, of necessity, interest everybody from the worker on the floor up. For years, packers, both large and small, have taken pride in their brands and their products, and this is true quality control.

What is quality control as applied to our business? I like to think of it as having two purposes: One, to minimize variation in the product, and secondly, to improve or raise the level of the quality of the product. Some may think I have these two purposes listed in reverse order. I believe the first—the minimizing of variation—is the more important, although both are, of course, vital.

The basic purpose of any control work is to enable us to sell more of our products. There is nothing that will kill sales faster than variation. The consumer soon finds out when a brand cannot be counted upon to be the same each time he purchases it, and it isn't long until he switches to another brand.

Variation Either Way Is Bad

Variation, either way, from an established desired level is harmful. If we have established the fact that our market wants a certain salt content in bacon, and then we supply those customers with bacon with either less or more salt, we are going to get complaints. Uniformity is not necessarily connected with the factors we ordinarily speak of as quality. Sometimes variations on the side of what might be called better quality can get you into just as much trouble as variations on substandard quality.

I remember during the last war, when butter was so very short, we had been supplying a market with a standard 90-score grade butter. Production was so low that we had to go out and purchase some butter to bring into this area. What we got was a car of fine 93-score Minnesota butter. When it was shipped into this area, the complaints started to roll in. We had given the consumer an even better-quality product, but he complained because we had given him something that was different from what we had established.

At the same time, it is important to improve quality and raise the general level of our product. To accomplish our job of selling more product, it is not sufficient to say we have uniformly mediocre product—we want uniformly good product.

The subject of quality control received great impetus during the last war, particularly with regard to its application to manufacturing plants. There have been volumes and volumes written on the newer concepts and techniques of quality control, yet all too often we find that these do not seem to apply very well to our business.

Control Not Always Possible

Why is this? Well, when we use the term quality control, if we stop to think about it, we are talking about controlling or maintaining a uniform level of some factor in our products. Frequently, in our operations we cannot always control—sometimes because we can't find out what the variation is. Sometimes we can't find out because it is impossible or impracticable to do so. For example, the detection of internal bruises in meat would require, to do a perfect job, the destruction of the piece of meat.

Likewise, the exact control of the salt content of hams would require sampling a large number of hams by a destructive method of analysis which would leave us little product to sell. At other times, the factor for which we are looking requires a long and detailed analysis, which is impossible to apply in production on perishable food items. The product would be spoiled before we could get the results back from the lab.

Sometimes we can't control because we don't have the ability to do anything about it. Although we try to exercise some control over our raw materials, yet, if the packinghouse is to perform its function in the food industry of the country, we have to take what we get. If the hogs are running fat this week, then the hogs are running fat and the packing plant can't do much about it.

We run into difficulties from another angle—if you are going to control something, that presupposes you know what you want. That's not altogether true in our business. It is fairly easy for a parts manufacturer to decide that his piece of steel has to be so many inches long—no more, no less. It isn't quite so easy in a food product. Some consumers like one type of product, others like another, and many times we don't know for sure just exactly what they do want.

Along this line, our job is further complicated by the fact that sometimes our yardsticks aren't so good. Frequently, we have to rely upon what you

PAUSING FOR THE NP cameraman on their way to a meeting were these two groups. LEFT: John Coverdale, director, agricultural bureau, Rath Packing Co., Waterloo; E. W. Stephens, AMI, San Francisco; F. D. Cummings, manager, Zenith Packing Co., Oakland; G. M. Lewis, vice president and director of marketing, AMI, and R. C. Mollett, superintendent, Reelfoot Packing Co., Union City, Tenn. RIGHT: American Meat Institute Foundation representatives Louis G. Buettner, Anita D. Feeley, Virginia Bates, Hsi Wang and James B. Evans.

might call subjective measurements, and these are not always too precise. What is fat beef to one man might be lean beef to another, and it is doubtful whether you can ever get two people to agree exactly on things they observe.

I think by now you can begin to see why this subject is challenging and why we don't make great progress overnight. I do want to bring out, though, some of the problems that face us in this subject of maintaining uniform quality. Suppose we are going to put out a new product—new for us, at least—and we want to control the quality of this product. About the first thing we face is the fact that we have to sit down and settle a few things before we can outline any system of controlling quality.

Sampling Not So Simple

Perhaps our first problem would be sampling. This is a subject which has been all too often neglected. Too frequently we grab a sample of something and send it to the lab. We get an analysis and say that represents the lot or batch of material. But does it? All the laboratory told us was that on the particular thing we sent, the analysis was so and so.

The lab cannot tell us whether the sample we sent up was representative of the entire lot or batch. If you want to bring this out for yourself, try a little experiment when you have time. Take 200 white marbles and 200 black marbles and throw them in a can. Mix them up fairly well. Then grab a handful of marbles out of that can. Take a look at your handful of marbles and see how many white and black marbles you have.

Then take another handful and see how it compares with the first. I'll bet you will be surprised at the difference. This, incidentally, is a rather easy sampling problem because all the marbles are the same size and weight.

Another way you can demonstrate this is to take a normal deck of 52 playing cards. Shuffle the deck thoroughly and then deal yourself eight cards. Since the original deck contained equal numbers of each of the four suits, if you had a perfect sample, your hand of eight cards would have two cards of each suit. I am sure that any card players in the audience will agree that this is extremely unlikely.

Perfectly accurate sampling is possible only when each and every particle is almost the same as each and every other particle. This condition is seldom observed in practice. Sampling of true solutions is perhaps the easiest, and sampling gets more and more difficult as we run through colloidal solutions, suspensions, and into the solid products, and gets even more difficult the larger the solid particle happens to be. If a sample is to have any chance of being representative of the lot, it must be taken at random.

This is not always so easy. It is much easier to take a sample from the top of a pile or the top of a container, yet, if you buy fruit, you know that rotten apples are seldom found on top of the bushel. The correct taking of samples gets to be a complicated engineering feat in itself.

Statisticians have ways of figuring out how big the sample must be to be reasonably sure it represents the lot from which it came. There are rules and formulae published by which you can figure these out for yourself—it's not too difficult a job and it's very informative, but you can be almost sure of one thing. When you get the answer that the statistician will tell you represents a decent sample, it will almost always be much larger than you would like to take.

Most of the examinations or analyses we make on our products require the destruction of the sample. Therefore we have to consider: How much is that sample costing us? If I figure out that I am going to need 15 canned hams taken every three or four hours off a ham-canning line, you can begin to see that I am going to have to modify my thinking. Likewise, we have to consider the cost of sampling. If I have an operation where I am going to need one extra man on a processing line to grab samples, I've got to consider the cost of that man's labor.

We have to think of all these factors and then begin balancing them against the use of the data. In general, we want the smallest number of samples and the cheapest way of sampling consistent with our needs. This is easy to say but hard to actually obtain in practice.

Suppose we have this figured out though, and we have our sample. Now our next question is, what are we going to do with it? We take the sample to the laboratory and immediately the chemist there has a choice of several methods of analysis. The choice of what method to use is going to depend upon several things.

Accuracy, Timing, Cost

First, we'll have to decide just how good a result we need. Every method of analysis has some inherent error, which is independent of the skill of the chemist. To visualize this, suppose you were going to measure the length of a room. You start out with a stick marked off in feet. You'd probably get the length of the room accurate to one foot, but you would have to do a little estimating from there, and your result would be somewhat different than if you used a fine steel tape graduated in maybe 64ths of an inch.

We've got to consider also just how much time we have for making the analysis. If we are not rushed too much, we may adopt a more accurate but longer method, but, as frequently happens, if we must have the result back to the plant almost before we get the sample into the laboratory, then we are going to have to rely on a faster but maybe somewhat less accurate method.

We also must consider the cost of our analysis. If we use a method which takes three days of a chemist's time, we must consider that we are paying his salary and overhead for those three days, when we might get equally useful results with a method which takes only 15 minutes.

Suppose we have figured out these questions of how to take a sample and how to get it analyzed; we are still faced with some other things. For example, our manufacturing conditions. If we have a highly perishable product, we must handle that with a minimum

amount of delay, while if we have a stable sort of thing that we can stop at certain stages, we have a much easier problem.

We also have to estimate how much we are going to handle. It's one thing to figure out a scheme for controlling the composition or other quality factor on a production of several hundred pounds a day, and it's quite another thing to figure out an equally good control on a process in which we handle tons and tons every day.

Then we must determine the costs of the changes in our process which will enable us to control some factor. There are many cases where we might do a little better job of control, but only at a cost which would give us a product which would not be saleable in a competitive market.

What Are Results Desired?

By now, I think you can see that I have really taken up these problems in reverse order and that the thing we should have decided in the first place is, what is the end result we desire? In other words, what is our desired variation in a given product and how much margin do we have available to work with?

We can bring this out a little more clearly with an example. Suppose we are filling cans of product and we operate our filling machine with an established setting. Then we take the cans coming from the machine and weigh them. There will be some variation in weight, due to variation in the amount of fill. There also will be some variation in the accuracy of our weighing.

Suppose we jot down our weights including both variations, and then put these weights in the form of a bar chart. If we take a large number of these, the resultant figure becomes more and more bell shaped, and if we would connect the tops of these bars with a smooth line, we have the so-called normal distribution curve, and as long as our conditions remain the same, this curve will include all of our normal variation.

Most of the values will fall around the mid-point or the average, but we find values extending either side—of course, in lesser number. There will even be a very few which will fall outside of the curve, but this will occur only about 13 times out of every 10,000 and can be disregarded for most practical purposes.

You will note that the curve can be divided into portions showing the percentage of samples that fall within certain limits. On our example, 68 per cent of the samples fall within plus or minus 1/16 oz. of our average weight, while 95½ per cent of the samples fall within plus or minus 2/16 oz. and almost all the samples fall within plus or minus 3/16 oz. If you wanted to be almost absolutely sure that every can equaled or exceeded a certain weight, you can see that our average weight would have to be 3/16 oz. higher than our desired weight.

However, if it was sufficient that only two out of every three samples

TOP: Henry Schumacher, merchandising service manager, Swift & Company, Chicago, and Walter Fitzgibbon, director of meat merchandising, the Kroger Co., Cincinnati. CENTER: Robert Blumberg, president, Can-Meat Corporation, New York city, and L. L. Edlund, engineering department, Armour and Company, Chicago. BOTTOM: Burt Andrews, manager, Fred L. Andrews Estate, Nazareth, Pa., and Jack Witmer, sales manager, Palmyra Bologna Co., Palmyra, Pa.

equaled or exceeded the desired weight, then we would have to pack only 1/16 oz. over this weight. This type of curve can be constructed on almost any normal process or analysis, and will aid us in setting our limits.

Old Tool With New Name

I would like to say a few words about some of the tools we use in quality maintenance work. I suppose all of you have heard the term "statistical quality control." This is one of the newer methods of quality control work and the charts and formulas and figures are quite awesome. In reality, however, it is much more simple than it looks.

I suspect some of the statisticians are kidding us a little bit when they talk about these newer developments. I doubt if there is an operating man in this room who hasn't run his finger down a list of analyses, pointed out one and said, "That looks out of line." Whether he knows it or not, he's doing statistical quality control. That's all it is. People have been doing this for many years, but I think you can appreciate that it requires both experience and judgment to recognize these out-of-line items.

All the statisticians have done is to figure out a mathematical and graphical way to improve our experience and judgment and substitute for them. All a control chart does is to put down graphically the results so that an out-of-line result stands out like a sore thumb and you don't have to wait for somebody to use some judgment to tell whether it is out of line. It also aids conversely and sometimes tells you that what looks like an out-of-line variation really is in line with your process, and maybe to eliminate that amount of variation you must alter your process.

To show you how this type of thing works, I will describe a control chart on the percentage of protein in 50 per cent meat and bone scraps. This covers the production of one of our outlying plants. The points on the upper graph represent the average of five consecutive lots each, while the points on the lower graph represent the range between the high and the low of the samples in the five lots.

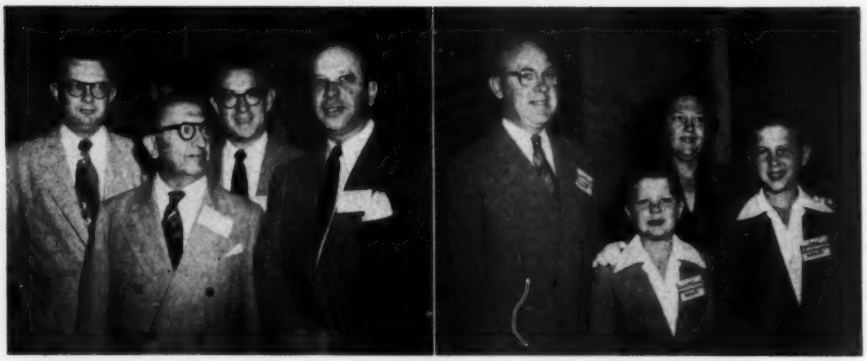
You will note that none of the points are out of line in either case, and that this process is operating as satisfactorily as it can. If one of the points had fallen outside the limits in either case, it would have been the signal to find out what happened.

This tool is very useful where it can be used, because it tells you something is wrong immediately, and once you get the system set up it tells everybody that something is wrong; they don't have to figure it out, the thing becomes almost automatic. However, to get the system to work there are certain prerequisites which sometimes render it not too useful. One of these prerequisites is that this type of a system needs a rather large number of samples taken on a rather continuous basis.

If you are trying to measure something that can be visually observed or mechanically measured without injuring the product, then this is easy. Or, if you have a fast method of analysis which isn't too expensive, you can likewise use these control charts; but, if you are trying to control something where you have to use an expensive sample and a time-consuming analytical method, then the application of this type of chart becomes rather expensive. In general, we find that these methods work much better on things like controlling net weights, or sizes, or where tests can be made on or near the manufacturing line.

In using these charts, don't forget that this method isn't solving any problems for you. This merely provides the red flag or danger signal that tells you something is wrong. It doesn't usually tell you what is wrong, and you have to go to work and find that out.

Another tool which is receiving more and more attention is the use of organoleptic testing panels, usually called taste panels. Organoleptic testing is just a good $10 phrase for testing by means of the senses — that is, taste, smell, sight, feel, etc. Since most of



LEFT: D. J. Holman, D. J. Holman & Co., Fort Worth, Tex.; Sydney H. Rabinowitz, president, Colonial Provision Co., Boston; Murray Gurrentz, Local and Western Shippers, Dallas, and Sam Rosenthal, president, Samuels & Co., Dallas. RIGHT: Mr. and Mrs. Edwin H. McCormick, president, S. R. Gerber Sausage Co., Buffalo, N.Y., and their sons, David G. and Robert B. McCormick.

our food products are sold on the basis of whether the consumer likes them, we should make increased use of this tool, because it measures the same things the consumer unconsciously measures when he decides he likes or dislikes our product.

There are several different kinds of taste panels, and considerable confusion exists as to just which is which, so a word or two as to their uses would not be out of order.

Taste panels have three main uses. First, to establish consumer preference; secondly, their use in research work; and third, their use in control work. In using them to establish consumer preference, you are trying to find out in a relatively short time and by a relatively cheap method, the information that you would get if you made a product and put it on the market and watched to see what would happen to it. Therefore, you want your taste panel to represent the average consumer and, therefore, you choose average individuals to serve on the panel, and try to make this small panel as representative as you can of the entire population who will be your ultimate customer.

In research work you can use panels for two purposes and a different type of panel is needed for each. You may want to use it to establish consumer preference—in other words, is the proposed new product you are working on going to be desired by the consumer, or is a change you think you can make in an old product going to be in the direction of fitting the consumer's taste better?

You may also use a panel for other purposes—for example, to measure the effect of changes in operations, or changes in processes. These changes may be very small and, to do accurate work, you will need a panel composed of trained individuals who know what they are looking for.

In control work, you are using panels primarily to minimize variations and aid in the production of a uniform quality. Here you want the so-called expert panel, which may be quite small in number, and frequently, gets down to the minimum of one person. This is all very well, and a one-person expert panel can be quite efficient provided you don't lose the person.

This panel should be well-trained in the product which it is examining so it can recognize minute changes in quality, so that you will have time to do something about it before your variation gets too big.

In other words, you use an average consumer panel to tell you what type of product you want to make and then you use that same type of panel to tell you how you are coming along in doing the research to find out how to make the product; but you use an expert panel to control production of the product after you get started. But, just because your expert panel is very expert, it is not necessarily a good reliable source of information as to consumer preference. You see, by the nature of its work and training, it is not an average consumer and should not be expected to represent the reactions of such a consumer.

Quality Control Program

I have spent quite a bit of time talking about problems on a control program and about some of the tools that we could use. I really do have some suggestions for a well-rounded quality control program. First, where you can use the method, statistical control charts are valuable tools. Use them wherever you can.

They also have another valuable use, not connected with the immediate control of a process. You can construct control charts from your back history, and this will give you a very good idea of the limits of your present process and just how well it will act.

Second, where their use is not practical or possible, it may be that some simple modification will get you valuable information and accomplish a lot of your purpose. Frequently a simple thing like a running graph or chart on your results is all that is needed because it will graphically show you how you are going and will point out in what direction you are headed.

On a graph showing the bacterial counts of dried whole egg produced at one of our plants, the curve proceeds along fairly smoothly and then begins to creep up, and finally gets pretty high, although it did not get to the point where the material would be rejected. When a graph starts to act like this, it's time to begin to look into it and find out what's wrong. In this case, we found a dead end section of pipe in the liquid egg line where some material was remaining, with resultant bacterial multiplication. As soon as this was corrected, the graph came back down where it belonged.

A third suggestion is to keep your tests as simple as possible and get them as close to the plant as possible. Do as much of the testing in the plant as you can. Test raw materials and semi-finished product rather than rely upon tests of finished product. Get your tests back where you can do something about the situation right away.

Don't forget there are many ways of maintaining and improving quality. What we have been talking about are merely the tools with which we work, and, in many cases, they simply supply the danger signals. The actual job of maintaining and improving quality is done in the plant by the worker.

We have found that one of the best ways of getting the lab and plant to work together is by means of making what we call product control sheets. These were originally made for the guidance of our chemists, but we find that the preparation of them, of necessity, involves getting the operating laboratory and sales personnel together.

This results in a better appreciation of each other's problems, as well as bringing out a lot of points that nobody ever really stopped to think about. I have included two samples of this type of control sheet. One is on purchased raw materials and the other is on an intermediate product tested during manufacture.

Worker Training Pays Off

A good set of operating instructions will go a long way toward keeping you on the beam. The more detailed these instructions are, the better. It may sound a little silly to say that you should have a set of detailed operating instructions on a job, for instance, where you might have a man who has been there 15 years and knows his job actually better than anybody else.

Yet, even this type man will drift a little bit unconsciously over a period of time and needs something to refer to, and besides, goodness knows, under present conditions you might have to put another man on that job tomorrow.

This brings up the subject of worker training. A little expense, time and trouble spent properly training a worker will pay dividends manyfold. This instruction should include not only the job to be done, but should bring out the

importance of that job and how it fits into the general picture. For example, the man washing press cloths for use in the manufacture of oleo oil may think he has about one of the poorest, least important jobs around the plant.

But, did anybody ever take the time to explain to that man that if he didn't do a good job washing those press cloths, and if they weren't properly rinsed, so that they were neutral in reaction when they were used, then the oleo oil which was produced would be poor in keeping quality and might go off condition in a few days? That man is much more likely to do a good job if he knows it is important.

Another thing we can do in the plant is to give a little thought in our planning of processes or manufacturing lines. We frequently hire efficiency experts to tell us the most efficient or cheapest way to do the job, but we often overlook the fact that we could also be planning for improved quality or ease in maintaining that quality at the same time. In general, as with all perishable natural food items, we seldom improve the quality of our product at any stage in our processes, but if we do a good job, the best we do is maintain the quality that is already there.

Sometimes we tear this quality down through excess handling and unnecessary delays. Therefore, the fastest, most streamlined, most efficient manufacturing process will go a long way in maintaining higher quality.

This, in turn, brings up the quality of our raw materials. As I said often we can't do too much about this at the time. But over a long-time basis, there are things we can do about it. We can participate with the rest of the industry in general educational programs designed to get better livestock into the plants and have them arrive in better condition. And if we just look around we'll find there are a lot of things we can do about our own handling operations which would make for improved quality.

Then there is this subject of what is called preventive control. Let's check up on ourselves before we get into trouble, instead of waiting until something happens and then finding out why things went wrong. In this type of work, your quality control staff, or laboratory, should act as the good right-hand of the operating department. They are the ones who should be in the position to spot trends before they get out of control, and then, together with the operating, jump in and get things corrected before something happens.

A little time and thought in just jotting down your potential trouble-spots, and then arranging for a regular check-up on these spots, will pay ample dividends.

Last, but not least, there is the subject of complaints. We all get customer complaints. Frequently we feel they are not justified, and frequently we kid ourselves because we say, "Well, things are going along fine; only had a complaint or two on this." What we don't always remember is that for every complaint we get, there are many, many more we never hear of.

All too frequently, when we receive a complaint we try to decide whether it is justified and try to mollify the customer, but we don't utilize this complaint for all the information and help that it could give us. It should be the signal for some very intensive work to find out what happened and how we can keep it from happening again.

I have attempted to show examples of where we can use control methods, but you may have noticed that I haven't said too much about some of our major problems. In many of our products, we have really difficult control problems. Take, for example, the control of salt in hams or bacon, particularly in the older types of cure. The amount of salt a ham or slab of bacon will pick up in pickle seems to be almost an individual characteristic of each piece.

In this type of a problem, what we have to do is study our process and determine our normal variation limits, then freeze our process at that level by means of rigid operating instructions and worker training.

In conclusion, I should like to leave one thought with you. Don't forget, you can't *inspect* quality into a product. You've got to have it there in the first place and then keep it there during your manufacturing operations.

CHAIRMAN JOHN E. THOMPSON: These men are going to discuss some scientific developments which are of special interest to our industry. For example, I understand that the American Meat Institute Foundation has a method which can defrost a frozen green belly in 60 seconds. Dr. Doty, is this correct?

D. M. DOTY: Yes, we can defrost a frozen belly in 60 seconds, and I would like to talk about this process for a few minutes. We became interested in defrosting frozen bellies because the present methods used in the packing plant are time-consuming, require large amounts of space and offer an excellent opportunity for undesirable changes to occur in the product due to the action of micro-organisms or enzymes.

These disadvantages can be overcome only by the introduction of an entirely different defrosting procedure. We have been working on the application of high-frequency dielectric heating to this problem. In this method the product to be heated (or defrosted) is placed between two electrodes which are really condenser plates charged by a high-frequency oscillator. When rapidly alternating high voltages are applied to these plates, heating is accomplished by internal frictional energy released when the polar molecules within the meat try to align themselves with the high voltage charge of the electrodes. With such an arrangement, heat is produced internally and high surface temperatures are avoided. When the material is homogenous, it heats uniformly

L. R. DUGAN: But, Dr. Doty, meat products (frozen green bellies, hams, picnics, etc.) are not homogeneous. Don't you get non-uniform heating with these products?

DOTY: That is true with conventional flat plate electrodes. Because of differences in dielectric properties, at the frequency we used, the lean portion thaws first and the thawed area then overheats before the remainder of the material is defrosted. This fundamental difficulty has prevented the earlier application of high-frequency dielectric heating for defrosting.

B. S. SCHWEIGERT: How have you overcome this difficulty?

DOTY: By using a special electrode consisting of ⅛ in. copper tubing wound in a tight spiral with width and length approximately 2 in. less than those of the belly slab. Using this electrode with a 15KW oscillator at a frequency of 6-7 million cycles, it has been possible to defrost a 6½ lb. piece of frozen belly in 30 seconds without exceeding a final maximum temperature of 40 degrees F.

C. F. NIVEN: Can this method now

LEFT: John Madigan, vice president, Oscar Mayer & Co., Madison; A. B. Maurer, president, Maurer-Neuer, Kansas City; I. J. Klingaman, Eli Lilly & Co., Indianapolis, and G. M. Lewis, vice president, AMI. RIGHT: Wm. F. Peters, president; R. E. Peters, general manager, Peters Meat Products, St. Paul, Minn.; Walter L. Straus, sales manager, Rosenthal Packing Co., Fort Worth, Tex., and G. A. Stoven, assistant general manager, Peters Meat Products.

be applied by packers for defrosting frozen bellies?

DOTY: It could be. However, the practical plant adaptation of the process has not yet been worked out. This can be done by setting up a pilot line in a plant and working out the necessary engineering developments.

NIVEN: What about the cost of defrosting by this process?

DOTY: Although the actual cost of defrosting bellies with high-frequency would not be prohibitive (less than 10c per 100 lb.), the original cost of equipment is high ($500 per kilowatt capacity) and the capacity of the equipment is limited (50-lb. per hour per kilowatt oscillator capacity or 800-lb. per hour with our 15KW oscillator). These disadvantages may be more than offset by labor and space-saving economies resulting from line operation, the speed of defrosting and the consequent improvement of quality of the bacon produced.

DUGAN: Speaking of bacon production, what do you know about "thermocure," the new curing process that has been described in the trade journals recently?

DOTY: This is a very interesting development. Dr. Niven, you saw the process in operation last week. Tell us about it.

NIVEN: This appears to be another step in the evolution of curing methods that has been going on for the past few decades. For instance, it has not been too long ago that bellies and hams were cured for periods ranging up to 60-90 days. The introduction of nitrite was one of the most important steps in streamlining our curing methods. This has made possible very much shorter and safer cure, since we do not have to depend upon bacterial reduction of nitrate to nitrite. Nowadays, the time of cure of a meat product depends primarily upon the diffusion rate of the curing substances into the meats. In making cured comminuted meat products there is no problem, because the curing agents are mixed right in with the finely ground meat. In the manufacture of hams, the well-known practice of artery pumping has reduced the time necessary to get the curing agents where they are needed.

In bacon manufacture the injectocure principle appears to be definitely another step in the right direction, since it tends to lick the problem of slow diffusion into the bellies.

High temperatures, then, is another means of getting the cure agents to diffuse through the meats at a faster rate. All of us probably are familiar with the hot cure method for pickled pig's feet. This is being practiced very successfully in the meat industry today.

SCHWEIGERT: Does it seem that curing of bacon at high temperatures may be a feasible practice?

NIVEN: Very definitely, from a bacteriological standpoint. Any practice which tends to streamline the manufacture of a food product while employing a temperature either above or below the growing temperature range for the usual spoilage organisms is a good practice, bacteriologically speaking. Therefore, if the bacon tastes good and looks good when manufactured by this method, there would seem to be nothing wrong with it. Time will tell whether it is feasible from an economic and engineering standpoint.

SCHWEIGERT: What about the use of this hot cure principle on other meat products?

NIVEN: I see no real reason why it cannot ultimately be used on nearly all meat products. In fact, a combination of the so-called injecto-cure, thermocure, high-frequency thawing of meats, and other technological developments yet to come may spell curtains for the curing cellar as we know it today.

DOTY: Wouldn't the temperature range for hot curing be very critical?

NIVEN: Yes. Of course, there would be a temperature maximum above which we could not go without cooking the meat so that proper color development could not take place. On the other hand, the minimum temperature would be judged by growth of spoilage organisms. According to the reports, a range of 127 to 130 degrees F. is best for hot curing of bacon. Even in this range we might have bacteriological problems due to thermophilic bacteria. However, strict sanitary practices that have been employed in the dairy industry for years could be adapted to the meat industry for the control of these bacteria that grow at high temperatures.

DOTY: Then temperature control in this method will be as important as in any other curing method?

NIVEN: Very true. I sometimes think that a few of us are not sufficiently temperature conscious. We very often hear of a 5 degree or more fluctuation occurring in a holding cooler without creating very much excitement. It is my opinion that this is sufficient to get excited about and that we should train ourselves to become more conscious of the importance of these temperature fluctuations to the keeping times of our products.

DUGAN: What about the importance of sanitation?

NIVEN: Of course, the keeping time of a product, with respect to bacterial spoilage, is also greatly dependent upon the initial bacterial contamination of the product. This sanitation aspect is well recognized by all of us and is of prime importance in handling of foods such as pre-packaged meats.

We should not underestimate the importance of temperature in influencing growth rates of bacteria. Also, we should be just as conscious of temperature in heat processing our products. A few degrees difference in processing temperature will have a tremendous influence upon the death rate of the bacteria present.

SCHWEIGERT: Isn't there some work being done on the possibility of sterilizing foods by some methods that do not employ heat?

NIVEN: Yes. Sterilization, that is, the killing of micro-organisms, requires that some vital function of the organism be destroyed. This can be done chemically or by applying some form of energy that will interfere with some essential metabolic process of the organism. The common method of sterilization is to supply this energy in the form of heat. Haven't recent investigations shown that the energy for sterilization may be carried by high speed electrons (electronic sterilization)?

DOTY: Yes. Three types of equipment have been used to do this:

1. The "Capacitron" developed by Dr. Brasch and his associates at Brooklyn, and

2. The cathode ray equipment, a Van de Graaff electrostatic generator operating at several million electron volts, which has been used by Dr. Proctor and his co-workers at Massachusetts Institute of Technology, General Electric Laboratories, and other laboratories.

3. Very recently, the group at Massachusetts Institute of Technology has also used a linear accelerator.

The Capacitron stores a high potential in condensers and discharges in an extremely short time (one millionth of a second) thus producing a burst of high intensity electrons. The Van de Graaff generator used for most of the work at MIT operates at 3,000,000 electron volts; the linear accelerator operates at 16,000,000 volts.

NIVEN: How much irradiation with this equipment is required for sterilization?

DOTY: Most of the sterilization studies made with this equipment have been made at energy levels below 6,000,000 "rep" (a "rep" is simply a measure of the energy absorbed by 1 gram of the substance irradiated). This is "cold" energy since the slight rise in temperature is of no significance. Actually, the levels of treatment used may be several times those required to kill most bacteria or spores; 100 per cent sterilization doses range from 100,000 to 500,000 rep for most organisms. The irradiation necessary to kill spores has been variously reported from 250,000 to 2,000,000 rep, depending on the organisms, the medium, and the method of irradiation. For viruses and phages, the sterilization dosages are probably somewhat higher.

DUGAN: What are the advantages of this "cold" sterilization?

DOTY: The main advantages are:

1. Products can be sterilized *without heating* in flexible wraps and stored without refrigeration. For example. Nickerson, Goldblith and Proctor *(Food Technol. 4: 84-88, 1950)* reported that mackerel fillets irradiated in polyethylene packages at 1,500,000 rep could be held at room temperature for 30 days without change in physical appearance except for "rusting" due to the oil becoming rancid.

2. This type of sterilization would

W. T. Reneker, head hog buyer, Swift & Company; Albert Hostetter and Peter Stewart, Kennett, Murray & Co. at Dayton and Fort Wayne, Ind., respectively, and R. L. Hanson, provision department, Swift. RIGHT: Lester B. Bookey, secretary, Bookey Packing Co., Des Moines; Milt Weiss, president, Milt Weiss Co., New York; A. M. Grueskin, livestock order buyer, Sioux City, and Alex Shapiro, president, Granite State Packing Co., Manchester, N.H.

lend itself well to continuous line operation as contrasted to present methods of batch sterilization.

3. Since the product is not heated, undesirable changes in the physical character of the product caused by heating are avoided.

DUGAN: Does the method have some disadvantages?

DOTY: Yes, there are some very important ones. They are:

1. The high cost and space requirements of the equipment. Proctor and Goldblith *(Food Technol. 5, 376, 1951)* estimate that building costs alone for a cathode ray installation would cost $50,000.

2. Low penetrating power of the radiation; for example, 3,000,000-volt electrons can penetrate only about ½ in. into materials with a density equal to that of water. Penetration can, of course, be increased by using higher voltages. Proctor and Goldblith *(Food Technol. 5, 376, 1951)* report that a No. 2 can of luncheon meat could be sterilized with the 16,000,000-volt linear accelerator.

DOTY: 3. Irradiation at 3,000,000 rep or above may cause undesirable changes in the texture and flavor of some products. Proctor and Bhatia *(Food Technol. 4, 357-61, 1950)* found that packaged haddock fillets irradiated at 2,700,000 and 5,700,000 rep exhibited marked surface coagulation and exudation of tissue fluid, crumbly texture and marked cooked oxidized odor.

4. There may be some destruction of essential nutrients. Some vitamins are partially destroyed in pure solution but in foods the loss is low. Amino acids apparently are not affected by this method of sterilization.

5. Enzymes are not inactivated completely. For example, 15,000,000 rep was necessary to destroy phosphatase activity in raw milk *(Proctor and Goldblith, Advances in Food Res. 3, 175, 1951)*. Thus, undesirable changes may occur in the product as the result of enzyme action during storage even though micro-organisms are killed.

SCHWEIGERT: It seems to me that these disadvantages are great enough to prevent the wide industrial application of this type of equipment in the packing industry for some time yet. This doesn't appear to be a very practical way to sterilize meat and meat products.

DOTY: That's probably true. However, it may find a place in the sterilization of high cost products such as pharmaceuticals (hormone preparations, enzyme preparations, vaccines, etc.).

SCHWEIGERT: Dr. Niven, if the use of cold sterilization does not look too promising, how about the proposed combination of mild heat and antibiotics?

NIVEN: The most recent work directed toward testing the feasibility of this method of canning foods has proved to be very disappointing. As you know, the USDA group on the West Coast proposed the use of the antibiotic, subtilin, along with mild heat for the purpose of sterilizing foods. The idea sounded good because it afforded a possibility of canning foods without impairing their qualities by severe processing temperatures.

Attempts to confirm and extend the original reports in other laboratories, e.g., Ayres, *et al*, Iowa State; Camerion, *et al*, National Canners Association; Williams, *et al*, University of Texas, etc., have been most discouraging. This has been especially true when attempts were made to can meats by this method.

The No. 1 test for an antibiotic's worthiness as an aid in food sterilization is its ability to kill the *clostridium botulinum* spore. This is a tough assignment. Also, there is danger of resident bacterial strains popping up to give trouble. Therefore, it would seem doubtful that any antibiotic will find general use in the canning industry. However, we should keep our eyes open to the possibility of the use of an antibiotic as a sterilizing agent or preservative in certain specialized cases.

DUGAN: Dr. Schweigert, even though antibiotics have not shown much encouragement in food sterilization, do they continue to show promise as supplements in practical-type rations for animals?

SCHWEIGERT: Yes, antibiotics as well as vitamin B_{12} and other substances continue to be of great interest and importance in nutrition. However, the marked increases in growth rates reported for poultry and swine with the addition of antibiotic feed supplements have not been observed in all cases. When one takes into consideration the type of basal ration used, the specific antibiotic used and level tested, age and disease level of the animals, and strain or animal species used, it is not surprising that variable results and interpretations are obtained for the short period of time investigations have been constructed.

DOTY: What antibiotic supplements are used in poultry and swine rations?

SCHWEIGERT: The following are currently receiving the widest attention: Aureomycin, terramycin, penicillin, streptomycin and bacitracin. New ones are being studied as well as substances not classified as antibiotics, and we may expect to find other antibiotics in use or combinations in mixed feeds in the near future.

A few additional comments on antibiotics appear warranted at this time, however. (1) Antibiotic supplements usually show the greatest effect on increased gains when added to rations marginal in nutritive quality, rather than to those grossly deficient or excellent in nutritional quality. (2) The effects are usually more pronounced and more dramatic when tested with animals with mild diarrhea, etc. (3) They do not replace vitamin B_{12} and other nutrients. (4) Final evaluation of the role of antibiotic feed supplements in swine and poultry rations awaits information on the mechanism of action of the antibiotics in improving the performance, on the effects with different stages of the life cycle, on the composition of the carcass gains, etc.

Pertinent studies on vitamin B_{12} have demonstrated the excellence of meat and meat by-products as sources of this factor. In practical feeding experiments, for example, the superiority of rations containing sufficient animal protein concentrates may be attributed to the vitamin B_{12} content and unknown vitamins as well as to the supplementary protein contributed by tankage, etc. It may also be said that an animal protein factor deficiency, as we ordinarily define the term, is a multiple deficiency, and that the active factors include unknown factors in addition to vitamin B_{12} that are contributed by animal products to swine and poultry rations.

I would like to point out that although current research emphasizes the role of vitamin B_{12} and antibiotics in nutrition, we should not lose sight of the importance of other nutrients in the diet of man and other animals such as high quality protein, minerals, other vitamins, and carbohydrates and fats.

NIVEN: Speaking of fats, are there any trends in the development of dif-

ferent shortenings or in the preservation of such shortenings to prolong shelf-life and carry-through properties, Dr. Dugan?

DUGAN: Yes. In particular, the preparation of meat food shortenings and the use of improved antioxidants that prolong shelf-life and carry-through properties.

NIVEN: What are "meat food shortenings"?

DUGAN: They are shortenings produced primarily from animal fats with characteristics "tailored" in to make them either generally useful for the housewife or specifically useful for the baker and other users, such as the producers of packaged cake mixes.

DOTY: What are the "tailored in" characteristics of a meat food shortening?

DUGAN: These shortenings are composed of lard with a sufficient amount of vegetable oil added so that they may be classified as a shortening. The hardness and plastic range will be adjusted either by all-hydrogenation or by the addition of hydrogenated flakes. The capability to use "high-ratio" formulas for preparation of the so-called "quick mix" cakes is provided by the incorporation of mono- and di-glyceride emulsifiers. Blandness of odor and flavor is achieved by deodorization, and stability or keeping time is provided by the use of a suitable antioxidant formulation.

SCHWEIGERT: Is there any performance advantage in using mono- or di-glycerides in preference to a mixture of the two?

DUGAN: New developments in the use of the emulsifiers have revealed distinct advantages from the use of the mono-glycerides as opposed to the combination with di-glycerides. The diglycerides apparently have a depressing effect on the effectiveness of monoglycerides but have no effect as measured by cake volumes when used alone.

SCHWEIGERT: What is the role of emulsifiers in a cake-mix?

DUGAN: They permit the use of more sugar and the attendant requisite moisture in a formula without breaking down the cake structure. They thus permit the preparation of a light, full-volumed cake that is sweeter and more moist than a standard formula cake.

DOTY: Dr. Dugan, you mentioned the use of antioxidants to stabilize meat-food shortenings. Just what is the current status of the use of antioxidants in animal fats and shortenings?

DUGAN: A number of antioxidants are currently approved by the BAI for use in animal fats and shortenings made from animal fats. These are:

Gum or Resin Guaiac
Nordihydroguaiaretic Acid (NDGA)
Vegetable oil concentrates containing tocopherols
Lecithin
Propyl Gallate
Butylated Hydroxyanisole
Thiodipropionic acid
Dilaurylthiodipropionate.

Various combinations of these antioxidants in synergistic combination with one another and phosphoric, citric, or ascorbic acid also are approved.

One of the most successful antioxidants is the one developed by the American Meat Institute Foundation known as AMIF-72 and sold under various trade names. This antioxidant contains butylated hydroxyanisole, propyl gallate and citric acid in propylene glycol. The success of this antioxidant is due not only to its ability to impart long shelf-life to a lard or animal fat shortening but to the ability of butylated hydroxyanisole to carry-through a baking or frying process to protect against rancidity in such products as crackers, potato chips, and cereal products.

NIVEN: How much lard is treated with antioxidants?

DUGAN: We are able to assess the use of only one formulation. Currently AMIF-72 is being used in approximately 500,000,000 lbs. of federally inspected lard and in an unknown amount of lard produced by non-federally inspected producers. In addition, the antioxidant is used in an ever-increasing tonnage of lard being produced in locker plants throughout the midwest.

New antioxidants are being developed at a great rate and some of them have desirable properties. To date, none of those we have tested have exhibited carry-through properties equal to those of BHA.

NIVEN: Certainly these developments on improved methods of processing foods, in the evaluation of these foods from a nutritional and bacteriological standpoint, and in retaining the acceptability during storage of food prior to consumption are of extreme importance. Bernie, are there any products from the meat industry, besides food, that are of importance in medicine?

SCHWEIGERT: Yes. Recent studies, in particular, have emphasized this phase of research. Many such products, particularly hormone preparations such as insulin and liver extracts for the treatment of macrocytic anemia have been developed. One of the most significant contributions made by the meat industry to medical science in recent years has been the preparation of concentrates of the adrenocorticotropic hormone commonly referred to as ACTH and of starting materials for the preparation of cortisone. These hormone preparations from the pituitary and adrenal glands, respectively, are in great demand for the treatment of rheumatoid arthritis and for a wide variety of experimental tests with other diseases in man.

DUGAN: Are there any other sources that are available?

SCHWEIGERT: Although the bile acids are currently being used for the synthesis of cortisone, extensive studies by several groups have streamlined the synthesis of cortisone from other naturally occurring steroids from soybeans and yams and also from cholesterol. The stimulus given to this research by the studies on preparations from the pituitary and adrenal gland, however, undoubtedly will be extended to studies with other hormone preparations, enzyme preparations for specialized purposes, and to other compounds that may be contributed by the animal that are important to the medical or agricultural sciences.

DOTY: Obviously, there are many other new developments that could be discussed. This concludes our discussion and we'll turn the meeting back to the chairman.

THESE SMILING gentlemen are Harry A. Bramowitz, accountant, North River Meat Co., New York city; Jack Gutfreund, Cosmopolitan Beef Co., New York city; Louis Zeleznik, North River Meat Co.; Ben Zeleznik, Postville Packing Co., Postville, Ia., and Joseph Zeleznik, North River Meat Co. RIGHT: F. Ladik and E. Paul, commercial research; H. M. Mulberry, provision department; H. McCaw, vice president, all of Swift & Company, Chicago, and R. W. Unwin, sr., assistant to the president, Reliable Packing Co., Chicago.

Livestock Section

DR. DE GRAFF

DR. BEESON

T. D. MORSE

R. W. FLEMING

THE livestock section convened at 10:10 a.m. Friday, September 21 in the Grand Ballroom, with John W. Coverdale, director, Agricultural Bureau, The Rath Packing Co., presiding.

CHAIRMAN COVERDALE: The first speaker on our livestock program this morning, this first day of the Institute's forty-sixth annual meeting, will be Dr. Herrell DeGraff, professor of food economics at Cornell University. With our rapidly expanding population and the demands of meat by the armed forces, Dr. DeGraff's topic "Why —More Meat Needed" is of great import to all segments of the livestock and meat. Dr. DeGraff's address follows:

IN THE SHORT space of the last two decades this country has been through two full swings of presumed food surpluses, followed each time by equally sharp discussion of alleged food shortages. After the precipitous price drop in the early 1920's, the surplus bogey dominated a large segment of farm thinking, and all of agriculture from 1930 to 1940.

With the declining markets of the depression years, more and more produce was required to pay farm taxes, mortgage interest, and other fixed overhead. Farmers could not sell their products for enough to cover their production costs—and among farm spokesmen the problem was widely interpreted as a surplus of production.

Toward the end of the war and in the early post-war years, the pinch came the other way—on consumers rather than on producers. Food prices at retail had more than doubled from the level of the late 30's, and the proportion of consumers' disposable incomes spent for food had been rising. In this situation consumers became quickly convinced that there was a food shortage, in spite of many statements to the contrary by farmer spokesmen and the food trade.

The about-face came quickly this time. Because the prices of many farm products were being supported at high wartime levels, any softening in domestic food demand or overseas shipment left the government holding large quantities of farm products for price-propping purposes. By 1949 we had caves full of dried eggs, we were destroying potatoes, and we were said to have, among other unwanted foods, a billion bushels of surplus cereals.

And again the switch came even more quickly. Within a matter of weeks after Korea, markets strengthened and the so-called surpluses began to evaporate. Again the proportion of consumers' incomes spent for food increased, and again we were said to have shortages.

Actually, if quantities of food in the market had been the problem, either in the depression years or in the mid-40's, the "surplus" and "shortage" periods should have been reversed. From 1925 to 1935, food production in the United States leveled off and did not keep pace with population growth. In 1933, when we slaughtered 153 million pounds of "surplus" pork under the sow - and - pig - purchase - program, food supplies per capita were already as low as they had been during the intensive food-export drive of World War I.

During the "shortage" period of the 40's, quite different conditions prevailed. Following the drought years of 1934 and 1936, our food output started a more rapid and sustained advance than has occurred probably ever before at any other time or place in modern history. Food supplies per capita attained a new high level—and never before had the American public eaten so well as when there was the greatest hue and cry about shortages.

In these more recent years, during the "surpluses" of 1948-49, and the "shortages" of 1950-51, food supplies per capita and diet quality have been almost constant.

Out of these gyrating experiences we should draw an important lesson—it is that food surpluses and shortages, which are commonly thought of in terms of physical quantities (bushels, tons, or pounds) are actually price phenomena. The truth is that the words "surplus" and "shortage" as commonly used in connection with U.S. food supplies are mere catchwords, through which a simple explanation is attempted for a complex price problem. They should not be used except when it is indicated that what is meant is a surplus relative to what farmers can sell at a certain price, or a shortage relative to what consumers would like to buy at a certain price.

What Is a Shortage?

However, since we have come so readily in recent years to adopt governmental policies attempting to hold down prices for consumers and hold up prices for producers, the only result we can expect is to hear much more about surpluses and shortages—with perhaps even more intense debate about which prevails at a given time, and more rapid gyrations between the one and the other.

None of this is to say that it is not extremely important for the livestock and meat industry to look ahead, now and at all times, and attempt to analyze the prospective demand for meat. The economist is really put on a spot when he faces this task. He is expected to be the soothsayer of modern economic life, and all too often turns out to be the court jester.

If he knew what the population

would be at a future time, what level of spendable income they would have, the purchasing power of that income, and the changes that would take place in consumer spending habits, he could forecast with some assurance the quantity of meat the market would absorb at a given price. Likewise, if he knew the future level of farmers' feed, labor, and other operating costs, and the changes that would take place in farmers' alternative opportunities in production and marketing, he might make a fair guess as to how much meat a given price would bring into the market. Should he lack a crystal ball which would reveal this type of information, his forecasting becomes a dangerous pastime.

Influences on Market Outlook

True as this is, there still are two exceedingly important influences on the future market outlook which are worthy of careful attention. One of these is the rate of population growth, and the other is the probable purchasing power of the consuming public. Few other phenomena have so completely changed the economic horizons of the country as the recent upsurge in population. Almost everyone, including most of the population experts, have been caught flat-footed by the remarkable increase. As recently as February, 1949, the Bureau of the Census published a projection of the future population of the country which a year and a half later—in July, 1950—was already two million persons too low.

We have learned in recent decades that our ratio of population growth is closely tied to the level of economic prosperity. In the 1920's, a decade of urban if not of agricultural prosperity, the population of the country increased by 17.1 millions. In the depression decade of the 1930's, the increase was only half as great, 8.9 millions. The 1940's, and especially the boom years of the late 40's, witnessed quite a phenomenal upsurge in population growth, and added 19,000,000 persons in the 10-year period.

In a society where the demographic factors of births and deaths are as much under scientific control as they are in this country, economic prosperity is a stimulus to sharply increasing birth rates and to a lesser degree contributes to a decline in death rates. Economic depression works the other way —and thus the demographic behavior of the country is dynamic and changes with changing times.

Predict Population Spurt

The Bureau of the Census has recently prepared another forecast of the population of the country which takes into account the recent changes in birth rates and death rates. Assuming continued prosperity through the 1950's, this forecast estimates that our population may reach 180 millions by 1960. Should this happen it would be an increase of 29 million persons in the decade.

Then the story of our recent population changes would read roughly 9 millions in the 1930's, 19 millions in the 1940's, and 29 millions in 1950's. Never before have we had the prospect of such a sharp jump in the population and expansion in the market for all goods, including of course the food products with which we are most concerned.

TOP: R. A. Bateman, purchasing agent, and K. H. Dean, dry sausage department, Geo. A. Hormel & Co., Austin, Minn. BOTTOM: Robert Scott, sales, and W. G. Rockwood, assistant manager, Home Packing Co., Terre Haute, Ind.

If this rate of population increase should actually take place, it would be necessary for this country to produce 26.5 billion pounds of red meat in 1960 for the present per capita consumption to be continued, and an annual increase of 2 per cent a year would have to be continued throughout the 1950's.

I feel personally that 10 years is too far to attempt to project the population of the country with any safety. If we have continued high prosperity this remarkable rate of growth is entirely possible. On the other hand, it seems to me perhaps too optimistic to forecast a continued boom throughout the 1950's. And to whatever degee we should have recession or depression, there is every reason to believe that our population growth would be slowed down.

The other major factor that will be of perhaps equal importance in the demand for meat will be the purchasing power of the consuming public. This has been at boom levels throughout recent years. Never before have our people had so much money to spend or such high purchasing power even after allowing for inflated prices. The question again is what will happen and this question is even more difficult to treat with certainty than the problem of population.

Probably the biggest question in the minds of most people is whether or not we will have large scale war or, if we do not, at what rate will we spend for defense purposes. Difficult as it is, one has to make assumptions to even attempt an answer to the consumer income question—and wrong as I may be, I am going to make the assumption that there will be no all-out war for several years to come. On the other hand, I assume that we will go ahead with a high level of military expenditures which will be a major factor in sustaining business activity. I personally lean to the view that for several years this country will have neither rapid inflation nor any considerable deflation.

Status Quo for 3 Years

At the same time we will probably have a sufficiently high rate of business activity to provide almost full employment and to maintain total consumer income, and perhaps spendable consumer income at somewhere near or slightly above its present level. This looks to me to be the prospect for the two or three years ahead of us, but I wouldn't have the least bit of confidence in my crystal ball for the longer pull.

To summarize my ideas on the economic prospects of the next several years, I would guess we are going to have a continued sharp population growth—adding perhaps two-and-a-half million persons to our population each year. I further assume that the level of business activity will continue high and be sustained by military expenditures. The sum total of these influences means a continued high level of demand for food products in general, and for the choicer animal product foods in particular.

Our agricultural output will have to expand at probably 1.75 per cent to 2 per cent a year for the foreseeable future if the national dietary quality is to continue at present levels. This does not seem offhand to be a high rate of increase, and yet I would point out that 1951 is apparently the seventh year in succession when our total food production has not been increased. We have not fully maintained the diet quality of the country in recent years, and therefore increased production is especially meaningful.

In the wording of the topic on which I was asked to speak, the need for additional meat was emphasized. I think I understand what this means if the word "need" is interpreted to mean the provision of some assumed quantity of meat per capita, but I do not know what "need" means when it applies to the individual consumer or the individual family. Our national average consumption of about 144 pounds of red meat per person is entirely adequate, so my nutritionist friends tell me, for supplying the important nutrients obtained from meat in our diet.

The physiological need for meat may be somewhat less than this per capita but the amount people would like to eat might be considerably more, especially at times when they have high purchasing power and might find fewer automobiles and washing machines and refrigerators in the market to purchase.

I have asked quite a number of my friends lately what determines the

amount of meat they consume. Much the most common answer has been, the amount they can afford. Of course, this seems a reasonably correct answer for any one family at any one time, but on a national basis our meat consumption per capita is not determined by the amount people can afford, rather it is by the amount of meat produced. In a competitive market meat will always be priced low enough to clear the market and high enough to spread the supply geographically and seasonally over the 48 states.

If meat should be priced too high the market would not be cleared and spoilage and waste would certainly result. On the other hand, if meat were priced too low it would be a stimulus to consumers to take more, but a deterrent to producers to supply as much.

I think the need for meat in a country where the per capita consumption is as high as it is with us is determined by the purchasing power of consumers balanced against the supply. The equalizing factor, of course, is price. An individual consumer will eat up to the quantity he wishes to eat and can afford to buy. But on a national basis, the price of meat will adjust to that point of balance between what is available and what consumers can spend.

It seems to me we are repeating all over again the experience of OPA days. Price of beef is arbitrarily fixed. This has stimulated consumers to want more beef and to holler "shortage" if they do not get all they want. At the same time the fixed price has discouraged the marketing and processing of cattle.

We seem to be living in a society which is at times stubbornly unwilling to acknowledge or understand the nature and importance of competitive production and free market pricing. Under these circumstances and for so long as this economic blind spot continues, we can expect to hear the alternating cries of "shortage" and "surplus." I do not know of any way to define the meat needs of the country other than to let free prices guide producers and guide consumers. To provide for the increasing population and to soak up the apparent quantity of meat dollars, the nation appears now to need more meat.

If prices were left alone to equate supply and demand as historically they have done, we would have neither shortage nor surplus. Farmers would produce more meat if consumers indicated by the price they paid that they want more meat at a level of prices encouraging to producers, and consumers would find meat in the market place in an amount and of a quality dictated by economic rather than by political considerations.

CHAIRMAN COVERDALE: The problem of increasing production in the packing plant may be solved technically but will prove of no value if livestock is not available for processing. Dr. W. M. Beeson, professor of animal husbandry at Purdue University, will tell us of new livestock feeding techniques to produce more animals more rapidly in his discussion, "How—Efficient Production."

Turning Roughage Into Meat

BEESON

I SHOULD like to discuss with you some of the factors and new ideas which may eventually change our thinking in the production of farm livestock and improve the quality of meat products as well as the efficiency of production of meat animals on the farms and ranches of this country.

A perfect balance of nutrients is one of the most important of the factors which contribute to the efficient conversion of concentrates and roughages into meat. Day by day scientists and farmers are gradually but steadily revealing new techniques and nutritional factors which will improve the utilization of feed by cattle, sheep and hogs. Some of the more recent discoveries and ideas which are having a vital and permanent influence on improving the production of meat animals are as follows:

1. Balancing the nutritional deficiencies of roughages such as straws, corncobs, corn silage and grass silage for the production of beef.

2. The improvement of lamb fattening rations for the production of mutton and wool.

3. The fortification of hog diets with antibiotics and vitamin B_{12} for the stimulation of growth rate, reduction in feed requirements and increasing the number of pigs raised per sow. Time does not permit me to dwell on all of the new factors and ideas which will eventually cheapen the cost of producing meat and wool in a practical livestock environment.

Roughage Requires Supplement

In the next decade or two improvement in the efficiency of beef production will come primarily through learning how to convert high cellulose feeds such as soybean straw, oat straw, cornstalks, cottonseed hulls, corn silage and grass silage and many other feeds too numerous to mention, into a highly efficient growing and fattening ration. At present a large proportion of these roughages is being wasted through improper use.

Today a new concept has been developed in the feeding of cattle which is based on the evidence that in order to properly feed ruminants on roughages, such as corn silage, a supplement must be designed to contain adequate nutrients to nourish the billions of bacteria in the rumen or paunch of cattle, so the indigestible roughages can be broken down into a usable form. It appears we have only started to explore the possibilities of converting roughages and corn into beef. No doubt the same principles can be used in making more efficient use of many other roughage feeds such as sweet corn refuse, peavine silage, citrus fruit refuse, sorghum silage and dry range forage.

The development of "Purdue Cattle Supplement A" which has the following formula:

	1,000 lb. mix	Per steer daily
Soybean Oil Meal	643.1	2.25
Molasses Feed (45% Molasses)	285.8	1.00
Bonemeal	51.4	.18
Salt	17.2	.06
Vitamin A and D Concentrate	2.5	.01
Total	1,000.0	3.50

has combined together a group of nutrients which are unusually effective in balancing the deficiencies inherent in roughages and has permitted good growth and efficient gains at a cheap cost.

Two years of experimentation at Purdue university has rather conclusively shown that feeding 3½ lbs. of this supplement per steer daily, along with all of the corn silage (37 lbs. daily) that steer calves would consume, resulted in a gain of 2 lbs. or better per head per day at a cost of 15c (1951) per lb. Please note that no hay or other dry roughage was fed. Contrary to accepted opinion cattle can be grown at a rapid and efficient rate without the feeding of dry roughage in the diet when silage is properly balanced. No scouring or looseness occurred among the silage-fed steers.

The most striking feature of this experiment was the number of pounds of beef produced from an acre of corn silage (70 bu. of corn per acre, 15 tons of corn silage). Corn silage supplemented with "Purdue Cattle Supplement A" (3½ lbs. per steer daily) produced from 1600 to 2000 lbs. of beef per acre. After deducting the cost of the supplement and the cost of putting up the silage an acre of corn produced a return of $385. This figures out to be an average return of $5.50 per bu. for the corn marketed through the cattle. The cattle price used to establish these figures was 30c per lb. and this is a conservative figure because the steers were worth considerably more than the figure used.

Half of the nutritive value of a corn crop from an energy standpoint is in the corn kernel and the other half is in the cornstalks, corncobs and leaves. Probably one of the fundamental reasons why corn silage has never given as good results in previous years is because we have not had the know-how to balance the deficiencies of corn silage.

Similar results were obtained by the use of grass silage which has been put up with the addition of 200 lbs. of ground corn per ton of green silage. Steer calves (beginning weight 480 lbs.) fed all of the grass silage they would eat (37 lbs. per head daily) along with 3½ lbs. of "Purdue Cattle Supplement A," gained 2 lbs. a day and

the cost of the gain was 18c per pound.

With this supplemental feeding program an acre of grass silage produced from the first crop 1,432 lbs. of beef per acre and still we had ample pasture left on the field for the remainder of the grazing season. In dollars and cents after deducting the cost of the "supplement," the cost of corn used for a preservative and the cost of putting the silage into the silo, this acre of grass silage made a net return over the above costs of $246 per acre when the steers were priced at 30c per lb.

When corn cobs, oat straw or soybean straw were fortified with "Purdue Cattle Supplement A" (3.5 lbs. per steer daily) the cattle gained respectively 1.50, 0.93 and 0.78 lbs. daily at a cost of 16, 21 and 33c per lb. for the feed cost of the winter gains. The lowly corn cob has been raised from a feeding value which was practically nil to a valuable source of energy for roughing and growing cattle through the winter. Indiana produces about 1,500,000 tons of corn cobs annually and it requires with this feeding program about a ton to a ton and a half of cobs to winter a steer. Indiana has sufficient corn cobs to winter at least 1,000,000 head of cattle.

Although I may be mistaken, it appears, at least from my knowledge of the conditions which are uncontrollable in the midwest due to rainy weather, that eventually most of the first crop usually harvested for hay will be put up as grass silage. Hay that has been rained on usually loses from 30 to 50 per cent of nutritive value, while on the other hand the same crop put into the silo (upright, trench, or surface silo) will retain most of its original value even though it is put up in damp rainy weather. As yet, man has not devised any practical method of controlling the weather and until that time arrives he will have to resort to the preservation of nutrients through ensiling methods during rainy seasons.

Making Grass Silage

Grass silage should be field chopped, into a truck or wagon and put in an upright, trench, or surface silo as soon as possible. Wilting silage is not recommended because it defeats the purpose of making grass silage in all types of weather, rain or shine, and requires more labor.

Since grass silage contains so much moisture (75 to 80 per cent water) it is recommended that 130 lbs. of ground corn cobs or some other dry roughage, such as chopped straw or hay be added per ton of fresh green material, plus a preservative of either 100 to 150 lbs. of grain (corn, wheat, barley, sorghum or oats), 80 lbs. of molasses or 100 lbs. of molasses feed per ton.

The addition of a dry roughage such as corn cobs prevents excessive seepage and loss of water soluble nutrients from the silage.

We had excessive runoff with the alfalfa silage prepared for our first experiment (1950) but this summer (June, 1951) we used the method described above with little or no loss of juice.

Remember a preservative does not lose its feeding value when added to silage. Ensiling is the best and most practical method of preserving the original nutrients in a roughage crop such as hay or the corn plant.

It appears from these data that we have only scratched the surface in exploring the possibilities in converting roughages into beef. No doubt the same principles can be used in making more efficient use of other roughage feeds such as cornstalks, popcorn corn cobs, soybean straw, cottonseed hulls, oat hulls, peavine silage, sorghum silage, sweet corn refuse, canning refuse and dry range forage.

We should be able to almost double our production of beef cattle in the midwest with our present production of roughages by a "balanced feeding" of the many roughage crops that apparently go to waste through improper use.

Balancing Roughage for Sheep

Although we have not progressed far enough in our research program to give you experimental evidence that the same philosophy of balancing roughages for cattle can be applied in balancing the roughage feed for fattening lambs and for feeding breeding ewes, it is only logical to assume that it can be done. Fundamentally, sheep are ruminants and they should respond in a similar manner as cattle have when a formula is devised which will meet the requirements for the bacteria and other microflora contained in the rumen and digestive tract of the sheep, as well as all of the nutrients that are required for the most efficient production of lamb and wool. This year we are starting research along this line of thinking with sheep at Purdue.

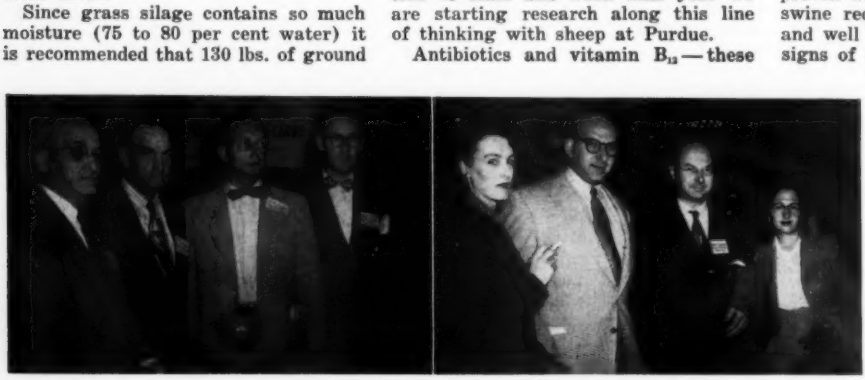
Antibiotics and vitamin B_{12} — these two recent discoveries are contributing fundamentally and economically to the production of hogs with less grain and in a shorter period of time and with more uniformity of growth and market weights.

The addition of antibiotics such as aureomycin, bacitracin, penicillin, streptomycin and terramycin fed at levels ranging from 5 to 10 mgm. per pound of finished ration will, in general, increase the growth rate of hogs about 0.40 lb. daily (40 lbs. more live weight in 100 days) and will improve the feed efficiency about 5 to 10 per cent. Antibiotics tend to make a group of hogs grow at a more uniform rate and will assist materially in eliminating the majority of the "runts" and poor doers which seldom reach market. Creep feeding antibiotics directly to pigs during the suckling period will increase the weaning weight (56 days) about 10 lbs. more per pig. Although antibiotics are a great discovery it must be remembered that they are no substitute for well balanced rations, sanitation and disease control or good management practice. Use antibiotics to improve the swine feeding and management program and not for substitution for some other factor or factors in the diet or management practice.

Vitamin B_{12} was first discovered as an anti-pernicious anaemia factor for human beings. The swine industry has capitalized on this discovery because it has been determined without doubt that Vitamin B_{12} is required in the diet of hogs for both growth and reproduction.

Vitamin B_{12} is not new to hogs—it is new only to man. For years we have been supplementing hog diets with animal proteins which have been supplying varying amounts of vitamin B_{12}. Probably one of the reasons that much better results are received by feeding protein supplements that contain meat products and fish products is because all of these concentrates contain vitamin B_{12} as well as other unidentified factors in varying amounts.

In our early studies at Purdue (1949) with Vitamin B_{12} we definitely showed that the addition of 1 to 2 mgm. of Vitamin B_{12} activity per 100 lbs. of finished feed resulted in increased growth rate ranging from 44 to 62 lbs. more gain in a given period of time to reach market weight. It has been proven without a shadow of doubt that swine require Vitamin B_{12} for growth and well being of the animal. Outward signs of B_{12} deficiency were character-



LEFT: J. M. Crandell, manager, and R. L. Rhynard, engineer, Rosevale Packing Co., DeWitt, Mich.; W. C. Seelinger, vice president, and W. C. Pugh, plant superintendent, Peet Packing Co., Bay City. RIGHT: Mrs. and Milton Rosenthaler, plant engineer; Walter Leopold, sausage superintendent, Sucher Packing Co., Dayton, O., and Mrs. Leopold.

ized in the pigs by rapid breathing, lack of pep, severe anemia which was indicated by a low hemoglobin and red blood cell count.

Not only is vitamin B_{12} required for growth and fattening but it is also required for the nutrition of the unborn. The addition of 2 mgm. of B_{12} to 100 lbs. of total ration for pregnant sows improved materially the livability of newborn pigs. Mothers not receiving B_{12} in their diet during gestation lost 25 per cent of the pigs in the first three days while similar sows in the same environment on rations fortified with vitamin B_{12} lost only 10 per cent of their pigs in the first three days of life. The weaning records of these two groups (two experiments) showed that sows on diets receiving no B_{12} fortification weaned only 4.8 pigs per sow, while the groups that were fed vitamin B_{12} or condensed fish solubles (2 per cent) weaned seven to seven and one-half pigs per sow. It appears then from these data that vitamin B_{12} is one of the essentials for improving the health, vigor, and livability of newborn pigs.

Fat Is Big Problem

Meat by-products have always played an important role in the nutrition of swine and have functioned well in balancing many of the deficiencies that exist in corn. However, during recent years evidence has accumulated which indicates that tankage or meat and bone-scraps, even when combined with alfalfa meal, minerals and vitamins A and B, do not balance the deficiencies of corn. This experiment was designed as a start to determine one by one all of the nutritional factors deficient in a corn and tankage ration for growing and fattening swine.

The results to date are as follows:

1. These data show that the addition of the three B-vitamins—riboflavin, calcium, pantothenate and niacin — to a corn-tankage ration significantly increased the daily gain from 0.99 to 1.25 lbs., but did not change appreciably the feed requirements per unit of grain.

2. Fortifying a corn-tankage ration with the three B-vitamins (riboflavin, calcium pantothenate and niacin), vitamin B_{12} and terramycin increased the growth rate 0.62 lb. daily and improved the feed efficiency when the difference in liveweight of the hogs is considered.

3. Although these preliminary data do not show definitely which one or more of the nutritional factors are essential to improve the nutritive value of tankage, it does show conclusively that a corn-tankage diet can be improved by addition of certain B-vitamin factors and an antibiotic.

4. Research is in progress to determine specifically the nutrients required to make tankage and meat and bone-scraps a well balanced supplement for corn.

It is well known that fats and/or fatty acids are essential for life but in very small quantities. Research on swine at Purdue University has shown that it is very difficult to produce a fat deficiency disease in growing and fattening hogs. In order to produce this disease it was necessary to completely extract a diet with ether and alcohol (fat solvents) to a point where there was only 0.06 per cent either extractable (fat) material left in the ration. This disease was characterized by slow growth, dermatitis, loss of hair, atrophy of gall bladder and eventually death. Even though a fat deficiency disease can be produced in hogs when extremely low fat diets are used, so far as practical swine rations are concerned, there are ample amounts of fat and/or essential fatty acids in the average swine ration for optimum growth.

Fat is one of the biggest problems in animal and human life. Obesity in both animals and humans interferes with reproductive capacity and shortens the life span. No longer is the average American individual able to tolerate large amounts of fat in the diet because the average person is in a sedentary type of occupation and we need diets of high quality and not of high caloric value. Fat contains two and one-fourth times more energy per unit on an average than lean meat. Thus the trend in the production of farm animals is going to be away from excessive fatness because the housewife and other meat buyers and consumers are looking for lean muscle meat and not excessive amounts of fat covering. In my opinion the fundamental reason why the fat cattle are approximately twice as high in price per pound as compared to hogs is because the average pork cuts contain a much higher percentage of fat and less lean and also because lard is a low priced product and a "drug" on the market.

We must in some way either through breeding, nutrition or by the use of certain hormones, devise some method whereby we can retain the type of hogs and efficiency we have today and produce a hog carcass that contains a higher percentage of lean as compared to fat. Recently an extensive study at Purdue University has shown that hog carcasses contain a large percentage of fat. We boned out and ground up the entire carcasses of a large number of hogs and made a chemical analysis of the components. Fifty per cent to fifty-five per cent of this product was fat—only nine per cent to 10 per cent was protein and the remainder was water and traces of other nutritional elements.

At Purdue University we have designed a project to establish diets and methods of feeding which will produce satisfactory growth rate, efficient feed utilization and carcasses with less fat and more lean muscle tissue. Of course it is well known that leaner hog carcasses can be produced by prolonging the fattening period, limiting the energy intake and allowing only enough for growth but usually this type of feeding is not profitable and at present does not fit into a corn philosophy of raising hogs.

CHAIRMAN COVERDALE: Our next speaker, True D. Morse, will tell us how we can make a common sense meat program work in the years ahead when the public will no doubt be misinformed or uninformed about the time and other factors that limit livestock production. Mr. Morse is president of Doane Agricultural Service, Inc.

'Common Sense Meat Program'

MORSE

"MORE meat and how to get it" is not a short-time problem. Population is rapidly increasing in this nation. Most of the world is on a starvation basis. World population is rapidly increasing.

Labor will continue to demand more and cheaper meat—and even more meat. The voice of labor will grow ever stronger—and more politicians will be forced to listen.

Housewives will continue to fail to understand the slow and costly biological processes by which beef, pork and lamb are produced. They will continue to fail to understand the economic laws of supply and demand. The voices of housewives will grow even stronger—and more politicians will be forced to listen.

Farmers and meat packers and processors will be even more of a minority in the future. Their public relations programs will not be adequate to bring consumers to a sympathetic understanding of the reason why there is not enough meat—and why meat prices are relatively high.

Unwise control laws that greatly damage the industry will continue to be enacted. Politicians will bow to the combined voices of labor and housewives — the major consumers. There will not be enough economists and statesmen in Congress to prevent such damaging legislation.

When such laws are imposed—consumers will get less meat. Meat during the periods of price controls will be illegally slaughtered and sold in bootleg "Black Markets" — at higher than justified prices.

Normal marketing and distribution will be disrupted and consumers will be forced to pay for more costly and wasteful methods. For example—cattle that normally would be slaughtered in St. Louis or Chicago are being shipped East—at increased expense and with great shrinkage. It is waste and increased costs due to price controls.

Unwise administrative regulations by

governmental authorities will greatly limit the ability of farmers and ranchers to produce meat. Even more damaging are the uncertainties of when and what the officials and bureaus will do. Confused farmers are reluctant to expand meat production — when they face the possible higher feed costs or feed scarcities; roll-backs; or price controls.

Other examples are crop acreage limitations; manipulating of crop loans; uncertain policies for selling government-owned grain held in storage; and shifting range land regulations.

Unwise control laws and administrative regulations will be a problem regardless of the party in power in Washington.

The long-term meat outlook, therefore, is one of a continuing battle for more and cheaper meat. Farmers and ranchers will work hard in their effort to produce the meat that people want. They will do so because it will be good business and profitable in most years.

On one hand Congress will make big appropriations to encourage and aid in the production of more meat. The U. S. Department of Agriculture, the state agricultural colleges, and experiment stations will have increasingly large programs devoted to animal agriculture and poultry production.

On the other hand Congress will, at times, bow to the clamor of labor and housewives—the consumers—for lower meat prices and will periodically pass control laws which undo much of the progress made through research appropriations and wise legislation.

"A Common Sense Meat Program" will therefore be urgently needed from here on. Those organizations—farm, livestock, meat industry and feeds—that pooled their study and efforts to produce the program, should pledge their untiring efforts to promote the program year after year.

There should be rallied back of a Common Sense Meat Program all the allied industries and organizations. that have a stake in the animal agriculture of this nation.

Must Not Neglect Meat Program

The danger is that between times of damaging laws and regulations, such as hit farmers, ranchers and packers during the past year, the program will be neglected. Let's not be lulled into inaction.

A year ago the top authorities, speaking before the American Meat Institute's annual meeting, agreed that, "We are entering upon a new way of life as a result of defense production—a production race—that will last for a long time."

Dr. Sumner H. Slichter, eminent Harvard University economist, "Not a sprint but a cross-country run, may last 20 years."

Allan B. Kline, farmer and President of the American Farm Bureau Federation, "This emergency is serious —is one of indefinite duration—3 years . . . 5 years . . . 8 years . . . 10 years."

John Holmes, industrialist, president of Swift & Company, ". . . not merely for a year or two or three—but for 10, 20 or 30 years."

ATTENDING THE DIVISIONAL meetings were these duos. TOP: George W. Doerr, president, H. F. Busch Co., Cincinnati, and K. C. Seelbach, president, K. C. Seelbach Co., New York. CENTER: Fritz Niedermann and Dr. Franz Baumgartner, Niedermann Brothers, Inc., Zurich, Switzerland. BOTTOM: Max Russer, vice president, and Robert Wahl, advertising manager, Max Russer, Inc., Rochester, N.Y.

This present period therefore is just a "breathing spell"—a lull in the long-term inflationary trend. Free governmental spending will continue. Huge military expenditures will be necessary. Big government will grow even bigger.

Livestock producers and industry management should use such periods as this to drive home their educational programs—as a bulwark against the new onslaughts of ill-advised legislation and regulations.

1. Consumer understanding and cooperation is the No. 1—and major long-term objective.

Most of the money and effort should be spent on trying to get housewives and labor to understand the problems and limitations of meat production.

People should understand the importance to them of a high-level diet —with the health-giving nutrients that come only through meat and other livestock products.

Housewives and consumers generally, with such an understanding, should then be the first to demand of Congress and any administration in power that roadblocks must not be placed in the way of more and cheaper meat production. (See Pamphlet No. 9, Thrifty Meat Buying and Use, Common Sense Meat Program.)

2. Sound money policies for the nation such as are set forth in Pamphlet No. 10—to curb inflation—is certainly a constant goal.

There will ever be the threat of free spending, excessive borrowing and unbalanced budgets by those who run the federal government.

Those who would have more and cheaper meat must help remove the cheap money, inflation fear that has gripped the nation. With assurance of a sound money policy, livestock producers can settle down to long-term plans that will get maximum meat production over a period of years.

3. Production is also a major objective of the Common Sense Meat Program. Not only more production, but less costly production of meat.

More farm, ranch and marketing efficiency can mean both lower cost meat for consumers, and more profits for farmers and livestock men.

The agricultural colleges, experiment stations, and agricultural extension services should lead the way in the various states.

They should revamp their programs and methods in a way that will put the full weight of organizations and industries back of the livestock production methods which they advocate.

Farm organizations, livestock associations, bankers and other financial leaders, meat companies, and industry generally, should all be teamed together with the agricultural agencies. It is the way to win football games—one team pulling together. It is the way to get more meat at less cost.

The U. S. Department of Agriculture and federal agencies should give national leadership and assist with the work of the various states.

Objectives of Meat Program

One program should be agreed upon. Let's define the objectives and agree on how to reach them. I have referred to the three broad objectives written into the "Common Sense Meat Program."

1. Consumer understanding and cooperation.

2. Sound money policies.

3. Production—more meat at less cost to produce and market.

Let's agree upon one common program. Then let's put one strong team in the field to win the long-time goals.

Scarcity or surplus of meat "is a relative matter depending upon consumers' ability to pay," says W. J. Wills of the University of Illinois, who further points out:

"In 1930, the average per capita consumption of meat in the U. S. was 128 lbs. and in 1950, 144 lbs. In 1930 we ate 49 pounds of beef and in 1950, 63 pounds. Still, in 1950 beef was con-

sidered scarce but not so in 1930."

The rapid upsurge in beef cattle numbers is a major cause for concern. All estimates of the increase this year are being revised upward; by next year there may be record large numbers of cattle.

Breeding herds are being expanded rapidly in this period of record high costs. It means deferring sales to future years—without assurance that prices will then be at profitable levels. It is a big risk.

It is a risk which young farmers and ranchers, and those without solid financial positions, should not assume.

A modest expansion is justified to use increasing grass and hay production. But farmers should be cautious in deferring too many sales into the distant future; they should take profits as they go. They should be slow to hold cattle that normally would be marketed.

Some Predict 1952 Slump

The risk is that the defense-supported boom may fade at the time the increased cattle numbers are marketed. This can "bust" insecure operators. There are able economists that look for a downturn in the economy in 1952; some think it may be severe. Any cut in consumer income and spending will bring lower cattle prices.

The federal government has rolled back prices of cattle and put on ceilings, but has not put floors under cattle losses. Beware!

Producers of cattle are in a more secure position than feeders. Price controls are not enabling farmers to buy stockers and feeders at even reasonably safe levels. This is particularly true in view of the prospect of high corn and feed grain prices, and scarcity of corn free of government control.

All will go well while there is full employment with fat pay envelopes. But beef prices will react quickly to any major reduction in pay going to labor. Beef will not hold its high price position when labor has less to spend for steaks and choice roasts. Pork and chicken meat will help pull the market down when pressures develop.

Grassland improvement under the joint program of the U. S. Department of Agriculture and the land grant colleges should have full support. It is a long-term program. Pasture is the cheapest feed, and the grasslands of the nation can be built up to a much higher carrying capacity.

The U. S. Department of Agriculture says, "There are a billion acres of permanent grasslands. Most of them are unimproved. They possess an enormous productive potential. The production from hundreds of millions of these acres can be doubled and tripled."

The payoff in North Carolina for improved pastures is "yields equivalent to 60 to 80 bushels of corn per acre. Equivalent to 100 bushels not uncommon."

On western ranges, the payoff is two to 10 times more grazing per acre, even more with irrigated pastures.

These statements are typical of the huge development potentials in the grasslands of the nation—the way to more and less costly meat.

Land prices for most of the acreage in farms are primarily dependent upon pasture and hay values; that means the value in beef, lamb and wool production. Of the land in farms, 61 per cent is in pasture and hay.

In the year ending July 1, already extremely high land prices zoomed on up another 17 per cent. Every state but Maine took a big increase.

Western states that had previously taken declines shot up 12 to 25 per cent. A lot of the increase reflects the rush into cattle.

When beef becomes less profitable, it will tumble prices on pasture and hay lands. Much second and third grade land has been bid fantastically high because of beef cattle prices.

Hog prices are going down; beef is going up. The spread between pork and beef will be too wide to be maintained, as soon as there is a reduction in consumer income.

For the long pull, urge farmers to stay with their hogs. Efficient producers usually make money on hogs.

Hog farmers are operating on a much safer price level than the level for beef cattle. When there is pressure on the grocery money of housewives, they will use cheaper meats like pork and chicken.

There is real cause for alarm over the hog-corn price relationship immediately ahead. It can severely cut pork supplies for 1952, while there is still a shortage of meat in comparison to demand.

Hog prices as low as $18 Chicago top are being predicted. Corn prices are certain to go up following harvest. The squeeze on hog producers will cause a lot of farmers either to not breed as many sows and gilts as last fall, or to sell bred sows and gilts during the winter.

Campaign for Hog Production

Now is the danger period. The time for breeding for the spring pig crop is just ahead. There should be an all-out campaign to get farmers to maintain their usual hog production. Prices for hogs will be high again next summer. Enough marginal pork producers will drop out to leave a more profitable market for those who push for full pork production for 1952.

How to "stretch feed" as indicated by pamphlet No. 2 of the Common Sense Meat Program will be urgent for the year ahead—and for the long pull.

The September corn crop forecast of no more corn production than last year is a real cause for alarm for both the meat industry and consumers. We will be forced to cut corn reserves further and drastically, to even maintain present meat production. Most of the corn reserves are owned by the government and will be high-cost feed, particularly since most of it is stale from age.

The crop acreage of the nation cannot be greatly expanded. The ability to produce more meat from feed grain consuming animals is therefore dependent upon producing higher crop yields per acre, and using each pound of grain more efficiently.

Stretching feed is therefore a basic and continuous program to make more meat per pound of feed. It is one of the most urgent needs of the nation. It will get more meat to consumers; increase farm production; and step up the volume of all business.

Sheep Raising Is Good Risk

Sheep represent a comparatively safe and profitable long-time enterprise. The decline that cut sheep numbers 45 per cent took eight years. It probably will take as long to rebuild flocks.

Wool is a major deficit item in this country and will continue to be largely imported.

To help use the improved pastures and grazing lands, it is therefore good "common sense" to expand sheep numbers. It is especially recommended for young farmers and those with limited funds to invest.

The Hon. Clifford R. Hope, Congressman from Kansas, in June put into the Congressional record a statement of the Hon. Harold D. Cooley, chairman of the House committee on agriculture, which states:

"Every consumer study that has ever been made shows that as purchasing power rises consumers spend a major portion of their increased income for more and better food.

"This is a good and healthful thing. But there is only one way to meet this consumer demand for more and better food—that is, to produce more of the foods consumers want.

"In the long run the only answer to the American consumer's demand for more and better beef is to breed, grow, fatten, and market more cattle. Restrictions, regulations, controls, and rationing are not the answer. They will not produce one more pound of beef.

"I once asked one of the country's foremost meat experts how much beef he thought the American people could consume. His answer was, 'all we can produce.'

"Gentlemen, there is food for considerable thought in that statement. There is no such thing in the United States as a surplus of meat. If the supply temporarily exceeds demand, the price falls. The lower price stimulates demand, and the excess is eaten up. Conversely, if the demand exceeds supply, the price rises until demand is reduced so that it balances the supply."

The "amazing population upsurge" is developing pressure on food supplies more rapidly than most people realize. Last year this nation picked up the equivalent of all the people in a state like Mississippi to feed. This

year the equal in population of a state like Oklahoma will be added. In just six years we have taken on the equivalent of all the people in Canada to feed. In the next six years we will add the equal of another Canada for our farmers to supply with food crops and meat, milk and eggs.

U.S. a Food-Deficit Nation

The United States is a food-deficit nation. We do not produce as much food as we consume. We normally import more food than we export.

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ONE OF THE last statements in Roger Fleming's address—"the issue today isn't survival or security, but freedom"—gives sledgehammer emphasis to his plea for a return to sound economic policies. Fleming wasn't talking primarily about the farm group which he represents, but of industry and the nation as a whole when he said that if controls are imposed for five years our potential production will decrease over 15 per cent.

To a nation supposedly trying to fight inflation with accelerating production, such a government-manufactured decrease would prove highly inflationary.

Speaking without a manuscript, Fleming laid the blame for our present inflation on the government's shoulders and stated that the administration wants to encourage inflation rather than eliminate it. What better excuse can you have for price and wage controls, he asked, than inflation?

Fleming accused the government of duping the people into believing that controls do something for them; that they hold prices down and even lower them on occasion. But, this is far from the truth. Wage and price conrtols inevitably divert the attention of the people from issues that count.

Look at the front pages of newspapers today. What takes precedence, space-wise? Controls. And, how important is this news to the general public? Very little, the speaker asserted, for it is usually tied up with the mechanics of controls and serves to turn the minds of people from issues of major importance that should have top priority in our national thinking.

Controls, declared Fleming, increase government expenditures instead of cutting them. They increase taxes instead of lowering them. They result in an unbalanced budget and ultimately destroy credit. They destroy money, liquidate savings and, in the long run, will obliterate the middle class which is the backbone of the nation. Once embarked on the road of controls, it is virtually impossible to turn back.

Fleming pointed out that the devaluation of money is an advance indication of controls planning. After World War II, the British Labor party was afraid to tell the people what devaluation of the pound sterling meant to the British economy and so launched a socialistic venture by which it purported to give the people something for nothing. The speaker was quick to add that the American dollar has declined to about one-half its prewar value.

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Whether or not America is so far along the road to complete government domination that she can't turn back, Fleming did not attempt to say. He did, however, offer suggestions for reversing the socialistic trend. Industry, he implied, should lead in this.

If we want to end controls and inflation we must have something to offer in their place. We must, he said, accentuate the positive with regard to a common sense meat program, or other industry-wide program as the case may be, and have a real interest in delivering the goods. We need to obtain public understanding of the whole problem of inflation, its causes and its disastrous effects, if we are to defeat it.

Further, Fleming touched on the political aspect of controls and indicated that sweeping changes are needed in the personnel of government. We cannot have political freedom without economic freedom, he asserted, noting how the hand of government bores deeper into man's liberties as political interference mounts in periods of economic instability. Surely, today we do not have economic freedom and, if the axiom holds, do not have political freedom. Relating his remarks to the struggle with Russia, Fleming asserted that it's time we stopped trying to pattern our economic and domestic policies on isms that have been tried in Russia and elsewhere. "We can outproduce the Russians, but we can't expect to out-control them."

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Government Regulations

D. W. KING

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To be sure, there have been delays; we can't get everything we want when we want it. But your committee on priorities and allocations feels that the industry has been fairly fortunate in procuring all materials needed for current operations.

When the Institute's committee on priorities and allocations was appointed shortly after the Korean affair began, I know we were all apprehensive over the possibility that we could not replace equipment made with steel, copper, aluminum and other scarce materials. The Institute committee, however, made several trips to Washington, conferred with various agencies and bureaus and obtained necessary information. We believe that we convinced the responsible people in the National Production Authority and the Department of Agriculture that our industry is essential, both to civilians and to the armed services.

Also, the committee, working with members of the Institute, accumulated information covering past usage of materials of all types and assisted in compiling requirement figures which were later submitted to the Department of Agriculture to be used for requesting an allotment of materials out of the total production of steel, copper and aluminum needed by the industry.

We believe that these agencies have been very cooperative in helping solve our operating problems. For the last several months, therefore, our committee has been virtually inactive.

There is a somewhat different situation concerning new building construction. It is much more difficult to get steel for a new building than it is to get a piece of sausage equipment made of steel. Construction of buildings for use in our industry is not impossible by any means, but we can anticipate more delay, and the allotments of scarce material for new construction are governed by different regulations.

You, no doubt, have seen a flood of National Production Authority orders and instructions go across your desk. I know that most of these orders affect us to some minor degree. We will not attempt at this time to discuss the various so-called M-orders as there have been better than 80 such orders released to date. However, it is necessary when making purchases of various types of materials, to certify that you are complying with the orders, and, in order to do this properly, some one in the organization should understand the various requirements of the order and this can only be done through careful study.

We think that you may be more interested at this time in knowing where we stand to date on various typical procurement problems, and I am going to mention a few items for the record.

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Suppose that a new construction project is needed. You should follow instructions covered under a Revised M-4A or CMP Regulation No. 6, which covers construction under the Controlled Materials Plan.

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Steel Difficult to Find

If the amounts of steel or copper needed are over this limit, application should be made through the State PMA office of the U. S. Department of Agriculture. As we understand it, this office has no authority to approve, but checks and passes on to the Office of Materials and Facilities, U. S. Department of Agriculture in Washington, for not only a permit to start construction, but also an allotment of controlled materials and DO ratings for other building materials and processing equipment.

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At the present time, even with an allotment, it is next to impossible to find a steel mill that will accept the order, especially for structural steel, reinforcing rods and all types of stainless steel. A new order has been written which will allow the mills, after scheduling material for atomic energy and defense orders, to make their own schedule for the balance of controlled materials based on previous customer requirements, regardless of the date

the rated order is received. This may be of some help providing you have been a regular customer of some mill in the past.

If a company finds it necessary to construct or change buildings or purchase equipment that is not a part of a food establishment, application should not be made through the Department of Agriculture, but should be made through the interested branch of the NPA. Pharmaceuticals may be mentioned as an example. If the project is an expansion through building, either in a new location or by increasing facilities in the present location, the application should be made through the industrial expansion branch of NPA. If the project is only to increase facilities in a present pharmaceutical laboratory, application should be made through the chemical branch of NPA. If a company owns its own refrigerator cars, increased facilities or maintenance material should be requested through the transportation or railroad equipment branch of NPA.

A self-rating method of procuring this material for maintenance, repair and operating purposes has been set up in CMP Regulation No. 5.

CMP Regulation No. 5, which has replaced NPA Regulation No. 4, allows industry to self-rate for maintenance, repair and operating supplies, providing proper records are kept. Industry can apply the allotment symbol of controlled materials and the rating DO-MRO for all other maintenance supplies. The control is based on purchases or receipts during any given quarter, and you have two choices, the first of basing your MRO quota on 30 per cent of the expenditures during the base period (calendar year 1950) or 120 per cent of the expenditures during the corresponding quarter of 1950. If it is found that additional quota is insufficient properly to maintain the plant, additional quota may be requested from the NPA on the basis of hardship. A form is provided for this purpose and is known as NPAF-78. It is advisable when submitting this form to outline in as much detail as possible the necessity for the additional quota.

As to the future, we know only what the authorities tell us. The prediction is that steel, copper and aluminum will be even harder to obtain in 1952 than they have been during the past year, but that any critical shortages which develop should be relieved by the end of 1952. We say that, of course, under the assumption that the war situation will not get any worse than it is now. One of the critical items—rubber—has been more plentiful than anyone anticipated and it was recently announced that restrictions probably will be removed by the first of the year.

I have been informed by the Institute that E. J. Cronkhite and Joseph Paul of the Production and Marketing Administration of the U. S. Department of Agriculture are attending the sessions at the annual meeting and will be glad to answer questions which members may wish to raise in connection with priorities and allocations concerned with maintenance, repair and minor replacements, and with construction. They are located at a desk in the foyer of the Grand Ballroom.

CHAIRMAN CHRISTIAN: We will now hear a discussion of a subject which is of great interest to all of us—"Price Controls on Meats." The speaker will be Arval L. Erikson, assistant director of the food and restaurant division, Office of Price Stabilization. He has been closely associated with the food price controls division of the Office of Price Administration and the Office of Price Stabilization.

OPS Controls Views

ERIKSON

LIGHT WAS thrown on some of the policies and objectives of OPS by Arval L. Erikson in his informal discussion of the pork and beef ceilings. He gave his audience some information on the pork ceiling regulation which was issued last week.

Erikson declared that the freeze order had helped to level off the trend toward higher prices. Although conceding that some prices have softened this summer, he questioned the advisability of relaxing controls since inflationary pressure will probably grow rather than decrease as a greater percentage of national production goes into the defense effort. About 11 per cent of the national production is now being used for defense; next year the figure will be 20 per cent. During 1952 there will be fewer items for consumers to buy.

Noting that there is growing evidence of a shift of consumer preference from pork to beef, Erikson said that one reason for the "favoritism" lies in the fact that consumers can now freeze and hold beef at home and in locker plants with satisfactory results.

The fact that producers have held back cattle and calves to build their herds has contributed to the difficulty of controlling beef prices. Erikson expressed the belief that without price control, beef prices would be higher and less beef would be available since there would be an even greater tendency then for producers to hold back their cattle.

In spite of a 6 per cent increase in hog production this year compared with 1950, Erikson predicted that hog prices might not decline as much in the fall-winter marketing season as last year.

Set-asides might have some value in obtaining meat for the Army, according to Erikson. He noted that the government believes some product should be purchased abroad and that such a policy would be helpful in reducing pressure on home supplies.

Declaring that slaughter quotas can't hurt the honest operator, Erikson argued that packers should support OPS in its effort to win reinstatement of this control measure. He said that quotas give each killer an opportunity to get livestock and that their absence results in a higher level of livestock prices.

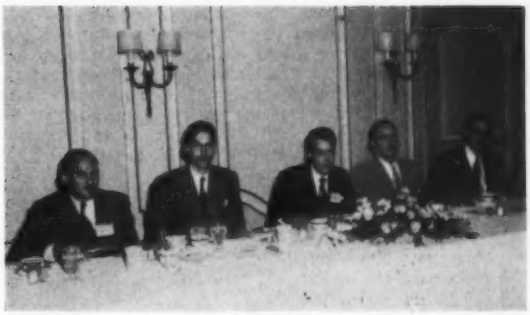
Some of the proposals recently offered to OPS for consideration include the elimination of compliance requirements on cattle, fixed ceilings on cattle, a live grading system and rail grading. Erikson said that OPS has not frozen hide or tallow prices at the lower levels to which they have retreated and that there has been some tendency for prices to advance in recent weeks.

Supplementary Regulation 34 will be amended to adjust the sausage price structure to changes in ceilings on beef materials and the new maximums on pork products. Erikson told the group that "the sausage regulation is in the works" and that a veal regulation is in draft form.

Even though the industry feels that there should be no price control, Erikson said that OPS believes meat packers should cooperate with the government. He pointed out that "the chiselers" benefit most when price regulations are not working properly.

LEFT: G. L. Friley, superintendent, Robb Packing Co., Lexington, Ky.; A. T. Munns, president, and W. M. Robb, jr., general manager and vice president, Munns Bros., Inc., Lexington, Ky. RIGHT: W. W. McCallum, treasurer, Oscar Mayer & Co., Chicago; W. M. Tynan, owner, W. M. Tynan, New York city, and Ted Broecker, president, Louisville Provision Co., Louisville, Ky.

Outlook for Buyers



PURCHASING PRACTICES speakers wait their turn at Friday's luncheon in the Crystal room of the Palmer House. The luncheon with its discussion of problems is a convention feature much valued by packer purchasing men.

SUGGESTIONS on how to do a better job as a purchasing agent were made by Robert Bateman, purchasing agent for Geo. A. Hormel & Co. and chairman of the AMI purchasing committee, at the luncheon meeting on September 22.

ROBERT BATEMAN: Our purchasing committee meets every four months and is at your service. The committee wants to stress here that if any one of you has a purchasing problem, you should contact the Department of Purchasing Practices. The director of this department, Arthur Pearson, will solicit all members of the committee for an answer and, if time permits, your problem will be handled at a meeting of the purchasing committee.

The National Association of Purchasing Agents, at its annual meeting, presented a skit entitled, "Ever Wish You Had Two Heads?" If any of you were in New York at the time and saw this program, you must have enjoyed seeing yourselves portrayed at some point or another in this skit.

The play is built around a situation in which one of our fellow buyers finds himself because he cannot secure the corrugated boxes his firm needs. The action takes places in a poker room, where the buyer is socializing with some other purchasing agents. As soon as the other men learn of our buyer's predicament, they drop their poker game and try to figure out some way to help their friend. Many suggestions are made, after thorough discussion of the buyer's present two sources of supply. Some of the ideas offered are:

1. Seek the sales manager of each company.
2. Check the present sources of supply for new capacities which may be forthcoming in the near future.
3. Consider substitutions.
4. Get everyone in his company to work on the shortage problem.
5. Study the classified directory of his telephone book.
6. Check sources in Thomas Register.

Following each suggestion, of course, there were pro and con arguments as to whether the suggestion was worthwhile. For example, the one on going over a salesman's head to his sales manager—or the idea of using the Thomas Register to find the source of such an item as corrugated, where the majority of sources would be far from home and the freight rate prohibitive.

Methods of Approach

After giving the troubled buyer all the angles they could think of, the group decided that one of their party should play the part of the sales manager of a corrugated company. Three others were to take turns approaching this sales manager in the manner they thought would get the tonnage needed.

One fellow used the "treat 'em rough" attitude—insisting he was entitled to more tonnage because he was an old customer—and that if he didn't get it, he'd go somewhere else.

Another purchasing agent approached the sales manager with the "old pal, old friend" routine, inviting the sales manager and his wife to dinner, to golf, etc. (We must be in a seller's market?)

The third approached the sales manager with the sole purpose of selling his company, showing him what they were producing at the present time and the new products they intended to introduce, if and when the box company could give them additional tonnage to support their sales program.

No doubt, you all have been in the purchasing business long enough to know from experience what type buyer you are and what is the best approach in selling you and your company. This play probably gave food for thought to many who saw it. Probably, too, it helped some who had been having trouble getting supplies but whose "best friends wouldn't tell them."

Now getting back to the subject of containers just once more. This subject without question was chosen for a skit at the Purchasing Agents' convention because containers are generally used throughout most industries and therefore would have interest for most people. My particular reason for being interested in the number of sources of supply and the troubles of our buyer was an experience that my firm went through during World War II.

We had never felt we were large enough to need several sources of supply for corrugated containers. We had one good source who had agreed to make as many containers as we wanted —whenever we needed them. But on a certain Saturday afternoon, this one and only source of supply (as I said before, this was during World War II when corrugated boxes probably were more difficult to obtain than they were last spring), this single source phoned to tell us that their plant was completely burned out. That weekend, the buyer in the purchasing agents' skit had nothing on us.

The skit at the New York convention had another scene which showed what the buyers were doing to keep management's confidence in the purchasing department. Here are the suggestions:

Keep your nose clean and work hard.

Spend time in the plant. Talk to your foreman, office manager, division heads, and everyone interested in purchasing problems, where it pertains to their particular division.

Attend sales meetings so that you can keep in line with sales trends and govern your stock accordingly.

In the sales meetings, or at least within the sales organization, you should stress the importance of the sales personnel working as closely as possible with your purchasing department and your storeroom. If your storeroom people use a cardex system of carrying inventory on an even level, all they have to go on is past performance and they naturally carry an inventory comparable to that carried or used a year ago. If your sales department intends to put on a special cam-

paign or discontinue a particular item, the storeroom and the purchasing department should be the first to know, even before the salesmen in the field.

While we are on the subject of inventory, there are many items on the inventory list of a meat packing plant that generally fluctuate with the size of the kill, regardless of the plans of the sales department.

Hog Beater Paddles

Let's take hog beater paddles, for example. There is no particular reason why anyone should run out of hog beater paddles, as they are just as important an inventory item as anything else that is carried. In fact, of the hundreds of items which you inventory, you probably do not put enough importance on any one of those items unless you actually do run out of it. Then that item is the most important thing you have to buy.

You can place your order for hog beater paddles six months in advance of the date you need them. After the order is placed, you can watch your use of them, and at a later date change your shipping schedule if necessary to speed up or delay shipment. In that way, you are on your suppliers' books and on his production schedule.

Do not wait until the last minute to order any supplies, critical or otherwise. If you do not use a cardex system for inventory control, it is important that you do something to prevent your supply of material from running low.

Today more than ever, the man doing purchasing must know his requirements and how fast or slow they are being used. Using this information, you can more adequately know how much to order and how often to place the orders.

Now, getting back to the subject of keeping contact with management, these purchasing agents had further suggestions, such as:

Send notes to department heads whenever there is anything new of interest, such as new products and what competitors are doing. You do get that information once in a while from the salesmen.

Send your boss a report once in a while, giving him a running picture on most raw materials. That is, do not ask for advice, but just report.

It is also a good idea to tell those in other departments who may be interested. This might not necessarily be the big boss, but a vice president of a particular division.

Before this session on building management's confidence was over, some of these buyers were even suggesting personal or social contact with management to build up this confidence.

Personally, I do not think one purchasing agent's position is any different from another's, regardless of the size of a company. I like the suggestion of keeping your nose clean and working hard. If you do that, you should produce and that is the best way to build management's confidence.

The major speaker on our luncheon program today is Ralph M. Bleak, manager of materials and purchasing research for the General Electric Co., Schenectady. He will talk on "The Outlook for Some Basic Materials."

Picture on Materials

BLEAK

ELEVEN years of material shortages have taught a forcible lesson to all of us who are engaged in the purchasing profession. This lesson, of course, is how to obtain material in the face of almost impossible odds. The lesson has been well learned, and the production records our country achieved during the recent war and the levels we are once again establishing are a real tribute, in my humble opinion, to the capable and aggressive job done by the people in purchasing.

We can look back from today's hectic economic situation to another time, not so many years ago, when the attitude toward purchasing was vastly different from that which exists today. Purchasing 10 years ago was little more than the job we call "order placing" today. The success of a purchasing agent seemed to be measured in the number of low-price contracts he was able to make. Price is still of real importance, but now we have realized that there are many other facets to purchasing that are of more importance than price. The war, and 11 years of an almost continuous seller's market have done a great deal to broaden the purchasing profession and the men who represent it.

Today's material situation is not new to us, nor are the causes any different from those to which we have been exposed for so many years. In one way, however, the problems of today's economy are more complex than those of recent times. The last war brought the primary problem of all-out military production. Civilian items were not even considered unless they were of the essential type.

Today we are endeavoring to maintain a butter-and-guns economy that will permit some production of almost all items. For the past six years we have achieved remarkable levels of production in order to catch up with the backlog of consumer demand. Tremendous quantities of material were consumed in the construction of new homes, home furnishings, automobiles, appliances, and all the other such items which had been denied by the war. Then, with the development of the Korean situation we found it necessary to superimpose large military requirements on this already huge material demand. The result has been the critical shortages in many of our key materials, especially the metals.

Further distortion in the supply-demand pattern has been caused by the building up of the strategic stockpile of essential materials. There is no question in my mind about the desirability of this stockpile, but the important point is that it has drained away large amounts of material at a time when they were most needed on production lines. Furthermore, the stockpile requirements can be expected to continue to take substantial amounts of materials for several years to come, thereby tending to delay the time when supply and demand will come into balance again.

The purchasing agent finds himself on the horns of a serious dilemma. On the one hand, he is forced to seek all sorts of substitute materials for those in tight supply, and this might easily lead to higher materials costs. On the other hand, the higher material cost in most companies is beginning to be a serious problem. Purchased material is taking a larger and larger share of the sales dollar, so the kind of job done by a buyer is reflected almost directly in his company's profit and loss statement. In my own company, for example, in 1941 about 39c of the sales dollar went for the purchasing of materials and components and services. By 1947 purchased material accounted for 43c of the sales dollar and, at the present time, the figure is very nearly 50c.

I appreciate that the amount of the sales dollar going into purchased material varies widely from industry to industry and even from company to company in the same industry. However, it is certainly safe to say that in every company the purchasing dollar is much larger today than it has ever been before. Under normal conditions the purchasing agent is in a position to do a great deal about reducing the amount of the sales dollar that goes into purchasing, but his capabilities are much more circumscribed when we are in a period of tight material supply. Large dividends will accrue to the purchasing agent who learns to cope with the problem of critical materials and who arms himself with a basic understanding of how long the present conditions might be expected to continue.

Three Ways to Beat Shortages

This background is intended to lead up to the important point that purchasing people have learned how to cope with an almost perpetual condition of material shortages. Still, much can be done to help alleviate the serious supply situations with which we are so frequently faced. It is my belief that there are three fundamental things that we can take into account whenever we are faced with conditions such as exist today. If these three basic factors are properly considered and

given the necessary emphasis, we will have done a great deal toward making the shortages more bearable.

These fundamentals are (1) review our purchasing techniques to ascertain that they are not products of a buyer's market, but rather are tailored to an era of shortages; (2) develop a system and an organization for analyzing the various complicated aspects of supply and demand for the key commodities; and (3) make actual studies of the key materials that you are buying. I should like to explore each of these elements in the light of their importance in helping solve today's problems of scarcity.

First, we have the very important problem of our purchasing techniques. One of the most serious shortcomings that I see in our own purchasing groups is a failure to anticipate requirements and observe necessary lead times for material procurement. When supply is relatively easy, everyone lives on a hand-to-mouth basis, usually because of the desire to maintain inventories at a minimum but also because the purchasing of material presents no real problem. Then, at the first sign of stress, everyone rushes to the market to place orders—and always for immediate delivery—not only for current needs, but also to build up a comfortable protective inventory in the event of a prolonged shortage. The net effect, of course, is to create a critical scarcity and prolong it for a longer time than would otherwise be necessary.

Need Analysis System

Even today, when everything in general is in tight supply, a great deal can be done to take some of the pressure from the market. First, we must all do a better job of scheduling our purchasing and spreading our requirements over as long a period as possible. We must learn to place orders as far ahead as possible in order to give our suppliers a chance to work our orders into his production schedules. Placing orders with a long lead time does not mean high inventories if a really sound job is done of scheduling the material into the plant. My own experience has been that a good many shortages are eliminated when we use some good, long-range purchase planning, and make sure that all of our purchasing units carefully observe required lead time.

The second basic policy to help overcome material shortages is the developing of an organization and a system for analyzing the key commodity markets in order to plan a purchasing program on the basis of facts rather than guesswork. We have available the fine work done by many top economists, but it is necessary for purchasing men to take these findings an additional step further and tie them in with their own purchasing policies. This is an aspect of purchasing that is of deep concern to me, because I have devoted myself during the last three years to a program of materials research, and I have seen the results that can be obtained.

ON A HOOSIER holiday, this party from Kingan & Co., Indianapolis, was snapped en route from the convention lobby. They are, left to right: Frank D. Quinn, retired, 51 years with Kingan & Co.; Mrs. Thomas Mumford, who is W. R. Sinclair's daughter; W. R. Sinclair, chairman of board, a 50-year veteran this year; Mrs. Sinclair; T. T. Sinclair, vice president; J. W. Coffman, vice president, and Don Howard, head, fats and oils division.

I do not want to leave the impression that this analyzing procedure is a crystal-ball sort of forecasting. There is no place for a crystal ball in any organization that is responsible for spending 30, 40 or 50c of a sales dollar. I mean just the opposite—an attempt to put the business of buying on as sound a basis as possible, eliminating any guesswork when that is possible. For years, our sales and commercial people have utilized the services of market research organizations. A major part of sales forecasting is done by these research specialists.

It is difficult for me to understand why so few purchasing organizations in this country have provided themselves with this type of information. With only a slight shifting of emphasis, the same procedures that have proved invaluable to sales people can be used by purchasing groups. It is a field in which so little has been done thus far that there are still troublesome inperfections and inaccuracies. Despite this, there is much valuable work that can be done by modern purchasing departments. The benefits range from price advantages to avoiding tight material situations.

It does not necessarily take an elaborate organization to achieve a goal such as this. In my own company we are fortunate in that we can maintain a small group of specialists to perform this materials research function, but a specialized group is certainly not a necessity. Many companies can support an operation of this type and, I believe, are overlooking an opportunity for strengthening their purchasing organization if they do not follow through. For those companies that are unable to support an independent research group, their purchasing men can have the research job done through groups such as their local Purchasing Agents Associations or the American Meat Institute.

The real value of a material research function becomes evident in times of material shortage such as today. When we face a shortage it is possible to study the background and determine how long and how severe it might be. If relief can be seen, it immediately eliminates the panic and scare buying that occurs when no sound information is known. If relief cannot be seen, it leads to careful planning for substitute materials and new products that can enable a company to avoid a continuation of the critical shortage.

The third basic ingredient for coping with material shortages is the study of specific material conditions, with the goal of providing the purchasing agent with all available data on each key commodity. This third ingredient is, in reality, a combination of the working elements of the first two that we have already discussed. It is really the end result of the materials research job, and provides a factual summation of the most important factors affecting each commodity.

I will not spend much time discussing the availability of motors, of control equipment, of ovens, conveyors or similar finished products. The availability of these and other fabricated items and components is a function of the steel, aluminum, copper, nickel, textiles and lumber that goes into them. The story of the basic raw materials is, ultimately, the story of the fabricated machines and equipment. My primary emphasis will be on the basic raw materials.

Steel Is Backbone of Economy

Steel in its various forms is truly the backbone of our economy, and, for almost every company, the keystone of the entire materials problem lies in the availability of steel.

Steel supply has been a matter of constant concern for almost everyone for the past 12 years. With the exception of the last half of 1946 and again in late 1949 and early 1950 there just hasn't been enough steel to keep up

with the demand. The industry has expanded its productive capacity, but demand has increased by an even greater amount.

So, it may come as a surprise to some of you that we foresee considerable easing in the steel supply picture beginning in the fourth quarter of this year for some products and growing more and more pronounced in 1952. One reason that is immediately apparent is the forced curtailment of the consumer durable goods industries — refrigerators, new homes, washing machines and automobiles—that has been brought about by NPA and CMP programs. The auto industry alone will be cut by additional five percentage points during the fourth quarter, and a cut of this size is bound to free a considerable tonnage for the so-called essential civilian goods programs. The effects of this curtailment have already been seen in the form of some steel companies offering additional tonnage to those of their customers who have CMP authorizations to buy.

Together with this reduction in demand in a portion of our economy, we are now finding that the expansion program of the industry is beginning to reach a stage where it will begin to pay off in the form of additional production of ingots. This expansion will bring a growing amount of relief before the end of next year. The expansion of capacity by the end of 1952 will raise the industry's capacity about 12 per cent to 15 per cent above the existing level. It certainly appears from what we can see today that the direct military programs will get all the steel they require next year. The essential civilian industries will probably find supply and demand pretty well in balance by mid-year. During the last half of the year the consumer durable goods industries probably will find their steel allocations being increased above their fourth quarter, 1951 levels.

It is impossible to talk about steel only in general terms. To obtain a full understanding of the problem we must take a closer look at the various forms of steel, for in this way we may see the problem in a new perspective. If you are buying a product that contains steel plate, bars, or structural, I do not see how you can expect any relief in the foreseeable future. These items are in heavy demand for the direct military programs, and this means that little or no relief will be seen during the coming year. Railroad cars, tanks, and similar items will be absorbing almost all of the foreseeable increased production. This means, among other things, that new construction (which is a heavy user of structural steel) will be kept at a minimum in all but the most essential industries. If a construction program is not already substantially completed, the chances now appear to be that there is only a slight chance of getting CMP approval to begin a new project. Very little relief will be seen for those products until such time as the military begins to taper off on its own requirements. On the other hand, steel sheet and strip, and even the lighter types of plate, are already showing some indications of easing, and it appears they will be in adequate supply by the end of 1952.

MISSOURI WAS well represented by this group from St. Louis. Left to right: J. A. Meyer, sales manager; Wm. C. Brennan, superintendent, canning division; J. F. Krey, president; Chas. Dickson, manager, livestock service department; John Krey Stephens, vice president, Fred J. Copeland, chief cost accountant, and P. S. Carothers, merchandising manager, all of Krey Packing Co., St. Louis, Mo.

Nonferrous metals now seem to be at the top of the list of critically short materials. But even in this case, it is not safe to generalize, since each of the metals is in a different category.

More Aluminum in 1952

Aluminum is one of the nonferrous metals with a highly interesting picture. For the past year it has been in very tight supply and for a few months has been high on the critical list. Yet, like steel, it is a commodity in which we can expect a growing amount of relief during the coming year. The industry now has under way an expansion program that will almost double existing capacity by the end of 1953. An important portion of this expansion will take place in 1952 and will bring increasing relief in obtaining aluminum and products made from aluminum. Under plans which are now in operation, the aluminum industry will increase its production by almost 25 per cent over the next 12 months. The industry is now producing around 1,500,000,000 lbs. of metal on an annual basis. The reactivation of existing facilities is expected to add an additional 158,000,000 lbs. per year, while new plans and additions will add an approximate 640,000,000 lbs. per year. Capacity, as a result, will be raised by 1953 to about 2,400,000,000 lbs. per year. In addition to the added production in the United States, it is very significant that Canada is also taking important steps to increase its output. This is important to us, for almost 100 per cent of any Canadian increases will be available for export to the United States. For a time, the shortage of structural steel was a bottleneck in the building of new aluminum producing facilities, but it now appears that CMP has granted almost all the structural steel requested by the industry.

As in the case of steel, it now appears that the direct military programs will get all of the aluminum they require for the coming year. The essential civilian portion of our economy will be allocated increasing amounts of this metal and, toward the end of the year, will find supply and demand reasonably well in balance. Unfortunately, the civilian durable goods industries probably will find their supplies of aluminum during the coming year only slightly improved from the rate that will prevail during the fourth quarter of this year. The speeded-up aircraft program is expected to absorb considerable tonnage of aluminum and this is the primary reason why consumer durable goods will not reap the benefits of new production for some time. The following year, 1953, probably will see even this portion of our economy obtaining substantial relief in the aluminum supply picture.

We have mentioned two metals for which we can see some important relief over the next year. Now, let us talk about two other metals that present us with a much more pessimistic picture. These are copper and nickel, two vitally important metals to both the electrical and also the meat packing industries.

Copper Prospects Not So Good

Copper surveys indicate to us that there is little or no chance for any relief during 1952. Direct military programs probably will be supported in full, but the essential civilian industries will continue to be pinched to almost the same degree that they are today. Consumer durable goods will probably remain at, or possibly below, the levels which will prevail during the fourth quarter of this year. The reason for this continued shortage is relatively simple. First of all, there is no foresee-

able slackening in demand. At the same time almost all of our existing facilities are working at capacity, so that we cannot anticipate any important increases in output. A few commercially workable ore deposits undoubtedly will be opened, but we cannot expect any relief from this source for at least two, perhaps even three more years.

Our price ceiling laws are not helping us insofar as copper supply is concerned; in fact, are hurting us by diverting considerable tonnage away from U. S. markets. We have a ceiling price of 24½c per pound on this metal, while a world price prevails of up to 50 and even 60c per lb. Substantial amounts of copper, therefore, are moving to the higher paying markets rather than coming into the U. S.

The best suggestion that can be offered today for alleviating the copper shortage is to design away from it as much as possible. With the known relief that is coming in aluminum, there are a great many places in which aluminum can be substituted for copper. Such substitution not only offers a solution to the shortage problem, but also offers substantial price advantage, for copper sells for 24½c per lb., while aluminum sells for only 19c and will go three times as far if you measure on a weight basis.

On a conductivity basis, aluminum will go only twice as far as copper but this still presents an important cost advantage. At General Electric we are already beginning to study new designs in which aluminum takes the place of copper. Those of you who buy a washing machine in the future will obtain one in which all the copper has been taken out—even to the motor. It is possible that a similar change will take all the copper from our refrigerators.

Must Find Substitutes for Nickel

Your industry will be especially interested in the supply aspects of nickel, for nickel has always been a vital ingredient in stainless steel which is used so widely in your industry for vats and tubs, utensils, table tops and in your commercial refrigerators. At the present time, the availability of nickel presents the darkest picture of any metal or material that I can think of. We will have to resign ourselves to the fact that as long as the military program continues at present levels there will be virtually no nickel available for civilian type products, whether essential or non-essential.

The one most important cause of this shortage is the production of jet engines for military aircraft. It has been said that the entire nickel output of the United States and Canada could be absorbed by this one industry alone, not to speak of the guided missile program, which is also a big customer for nickel.

If it has not already been done, a great deal of attention must be placed on obtaining substitute materials for nickel. In this case it is not a question of overcoming a shortage—it is actually a question of just not having any nickel at all available for the type of uses that exist in our respective industries. Instead of relief, we anticipate that the nickel supply will steadily worsen for at least the next year or two.

It is true that supplies will increase somewhat, but this is another case in which demand is increasing at a more rapid rate. For consumer durable goods, the supply looks very poor. As a matter of fact, our study indicates that we can expect no industrial relief in nickel for the next five years.

Again, it is a matter of looking for substitute materials. Chrome steel can be substituted for nickel steel in many cases, although this usually will result in higher cost material. Also, chrome itself is a relatively tight material, and switching to chrome may produce little relief over the long run. In many instances, it is possible to substitute aluminized steel for nickel, and in these it appears that real relief can be obtained. In a few cases regular aluminum can be substituted and, since this material is expected to ease, this is a possible solution that should be carefully investigated.

Two other nonferrous metals that are used often in your industry are lead and zinc. Once again our studies present a slightly optimistic picture, with supply and demand almost in balance. Zinc, used so widely in galvanizing, should be in adequate supply by the last half of next year. As a matter of fact, supply prospects for this metal are such that we can expect some relaxation of present controls on the usage of this metal. In the case of lead, relief may not be quite so complete.

When we leave the field of metals, the material availability picture begins to brighten a great deal.

Textiles as an example, should present almost no significant headaches during this coming year. A bountiful cotton crop during this year promises plenty of material for all of 1952. Actually, supplies have become so easy in this field that prices have weakened recently and have been sliding down—quite a paradox in the face of today's almost constant upward spiral. The textile problem during the next year should be largely a matter of observing mill lead times and getting orders in ahead of the time of delivery.

Lumber is another field that is no problem at this time, and should not be any problem unless there is a long, severe winter in the logging areas. You should not have any difficulties in obtaining your wood boxes or wire-bound boxes during this next year.

No Tin Problem Right Now

Your industry uses a substantial amount of tin cans and tin containers, so it might be well to mention the supply prospects of these. Tin for use in cans is quite strictly limited at this time, but for essential users, such as food packing, the limitations are not burdensome. So far as tin is concerned, there appears to be no problem now.

Most of our U. S. tin, of course, comes from the Malayan Straits, and since this is an area plagued with Communist upheaval, we must always bear in mind the possibility that we may eventually be cut off from our present sources of supply. Other than this threat, there appears to be nothing that will seriously affect the availability of tin. At this moment the steel used in tin cans is somewhat of a problem, but as I have already mentioned, the promise of relief in steel strip during the coming year will help alleviate this problem.

Finally, your industry uses a substantial amount of papers, such as manila, oiled manila, bleached kraft, vegetable parchment and greaseproofs. Once again this is an area in which you should encounter little or no difficulty in the next 12 to 18 months. The paper industry appears to have adequate resources to obtain the needed wood pulp and other raw materials, and their production capacity appears to be adequate to cope with present demands. Again, this is an area where supply and demand will be in balance, but there will be no surplus, so it will be necessary to exercise careful purchasing techniques to avoid spot shortages.

MEMBERS OF THE early rising War Meat Board are pictured here at their annual reunion, an early morning "Dutch" breakfast held on Tuesday.

Engineering and Construction

L. T. FORCE

O. G. MAYER, JR.

J. S. BARTLEY

H. K. GILLMAN

E. E. ECKERT

THE engineering and construction section convened at 10 a.m. Saturday, September 22, in the Red Lacquer room. Robert S. Scott, vice-president and general manager, Home Packing Co., presided.

CHAIRMAN SCOTT: Our first speaker on this morning's meeting of the construction and engineering section will be Mr. E. E. Eckert, superintendent of construction and engineering, Geo. A. Hormel & Co. The feasibility of replacing costly brick flooring witb concrete will be the subject of Mr. Eckert's discussion.

THE problem of building good heavy duty concrete floors is as old as concrete itself, and the fact this problem exists is a logical result of carelessness which is induced by the fact that concrete can be terribly abused, and still give fairly good service.

It is not my purpose to tell you anything about concrete you do not already know. Every engineer knows how to get good concrete, but few of us extend that "know how" to concrete floor surfaces. We simply follow the line of least resistance.

The most fundamental ingredient in a floor surface mixture is not the cement, or the sand, or the gravel, it is the water. No matter how good the other ingredients are, too much mixing water will certainly result in a second rate floor surface, and early failure. I do not mean to minimize the importance of tough, well graded aggregates, but to emphasize the importance of water.

Indeed, we have gone to extremes in assuring a supply of tough, well graded aggregate. We are now using a crushed granite aggregate in a range of sizes which gives us a dry mix of maximum practical density for the material available to us. The mechanical screen analysis of this aggregate is:

100	per cent passing	⅜
96	per cent passing	4
51	per cent passing	8
13	per cent passing	16
1.8	per cent passing	30
5	per cent passing	50
2	per cent passing	100

The fineness modulus of the combined aggregate is 4.38, and the density of the mixture is 150.1 lbs. per cu. ft.

The grading of the aggregate may vary considerably, depending on the source of supply, but should be in the range of 100 per cent passing ⅜ in. sieve, and 0 to 5 per cent passing No. 4 for coarse ingredient. For fine aggregate, 100 per cent should pass No. 4; 5 to 15 per cent should pass No. 50, and 0 to 5 per cent should pass No. 100. The proportion of fine and coarse aggregate should be between 40 to 60 per cent of fine with a resulting fineness modulus of 3.90 to 4.30.

All aggregate should be clean, hard, and durable. Good aggregates include crushed granite, trap rock, and dolomite.

Not content to purchase this material as you do ordinary concrete aggregates, we arranged to have the material bagged at an extra cost of $2.00 per ton. We do this for one practical reason, and one psychological reason, and we feel the extra cost of about ¾c per square foot is fully justified.

The practical reason is that we prevent segregation of the material, which normally occurs in a stock pile, keep out excess moisture, and thus assure ourselves that every batch of concrete will be mixed exactly alike, and will have uniform consistency.

The psychological reason is that this type of handling gives the material a greater importance in the eyes of the workmen, and increases the chances that it will be handled according to our specific instructions.

Control of Water in Mix

As I said before, control of mixing water is most important. For the type of mix we are discussing, the mixing water should not exceed 3½ gal. per sack of cement, including any moisture which may be present in the aggregate. This amount of water will result in a no-slump concrete which contains just enough moisture so that it can be packed into a ball in your hands. The mix should be proportioned to suit the aggregate available so that the cement water-paste overfills the voids in the aggregate by about 5 per cent.

The material should be mixed for three minutes in a revolving blade type of mixer such as a plaster or mortar mixer because the material has a tendency to ball up in the revolving drum type of mixer which is usually used for concrete.

As a matter of interest, the floor surfacing mixture we have designed will reach a compressive strength in excess of 7000 lbs per sq. in. in 28 days.

The heavy duty floor surfacing mix I have outlined can be used as a monolithic finish or a bonded finish. When used as a monolithic finish, it is important to use a mix for the base slab which will not permit excess water to appear at the surface. If this occurs, the wearing course will absorb the excess water, and greatly reduce its strength and durability.

If there is any water gain on the surface of the base slab in spite of precautions which may have been taken against it, the excess water should be removed before the topping is applied. The topping should not be applied until the base course has stiffened sufficiently so that footprints will not be made by the workmen when they are placing the topping.

When used as a bonded finish, the base

slab, if new construction, should be struck off ¾ to 1 in. below finish grade, and when it has partially hardened, it should be brushed with a stiff-bristled broom to remove all laitance and scum, and to score the surface to provide mechanical bond.

Recent bond tests have shown that superior bonding occurs when the exposed surface is largely clean coarse mortar. Where large percentages of coarse aggregate are exposed, the bond strength is reduced. If old construction, the surface is chipped out 1 in. deep, with square cut edges and treated in the same way.

A special warning which applies particularly to meat packing establishments is in order. A bonded surface is likely to fail if the temperature differential between the base slab, and the topping mixture exceeds 5 degrees.

Immediately prior to placing the finish topping, the base course must be thoroughly wetted and cleaned by scrubbing with clean water, and a stiff brush. All surplus water is removed and a wash of cement mortar applied. This cement wash consists of 1 part cement, 1 part sand, and 4½ gals. of water per bag of cement, and is thoroughly brushed on to the slab with a stiff brush. The cement wash should not be allowed to dry out before the topping is applied.

The topping mixture is placed and spread ¼ in. above the finished floor. You will find that this material can be spread most easily with a common garden rake. It must then be tamped or rolled thoroughly, and screeded to the proper elevation. Special care should be taken to see that all lumps of finish material are well broken up and distributed.

It is almost impossible to finish this type of floor surface without the use of a power float. The kind we use is a Kelly compactor power float which is a disc type with two or four hammers which beat on the disc. The power float should be used within a half hour of placing the material. If you fail to finish in time, you will be in a lot of trouble.

The power floating should be followed by hand steel trowelling to eliminate surface irregularities, and to seal any surface pores which may exist. We customarily follow the steel trowelling with a fine brush to reduce slipperiness.

You will find that floors have a tendency to show wear first at cold joints, and this is also the place at which it is most difficult to obtain thorough compaction. It will pay dividends to be particularly careful at joints.

Joints or cracks which may develop should never be left open. They should be caulked or filled. One method is to caulk the opening with lead wool. Another method, where floors are not subject to grease action, is to pour the joint with a hot bituminous rubber sealing compound which will remain somewhat plastic. Such joints should be a little overfilled, never underfilled.

Just as water is of utmost importance in the proportioning and mixing of concrete, it is also of utmost importance in curing after it has hardened. The chemical reactions between cement and water which cause concrete to harden will continue indefinitely if moisture is present and temperatures are favorable. For this reason, water for curing should be applied to the new floor surface as soon as it can be done without marring the finish. It should be kept continuously wet as long as possible because the longer the curing time is extended, the stronger, harder, and more impervious the concrete will be. The minimum curing time is seven days.

Frankly, I have not been too successful in keeping concrete floor surfaces continuously wet for the minimum curing period. Floor finishes present such a large surface area that loss of moisture through evaporation takes place rapidly. Rapid drying stops the chemical reaction, and causes loss of strength, dusting and cracking.

I have come to the conclusion that the use of colorless membrane curing compounds is the safest procedure. Although this method of curing is not as efficient as the wet method, it gives good results. The curing compound may be sprayed on the surface immediately after finishing.

A final problem, which I am sure is not unique to our plant, is the problem of floor use. Most operating people seem to believe they should be allowed on a new floor surface or patched area the day after the construction gang moves out. This cannot be allowed. Those who have the responsibility for floor maintenance must be immune to arguments, and build stout barricades to prevent use of floors until after the curing period.

The cost of this type of heavy duty floor surface is not great. Preparation, mixing, placing, floating, finishing and curing should be accomplished at a cost of about 12 man hours per 100 sq. ft. At an average labor rate of $2.00 per hour, it will cost 24c per square foot for labor. Materials will cost from 8 to 10c per sq. ft., depending on local prices and freight rates.

The circumstances under which this type of floor can be used must depend on the preferences of plant management, and the degree of success experienced in the installation of the heavy duty concrete floor. We feel that the results we have obtained are so good that we almost never consider the use of brick. We have had some of this type of floor subject to heavy traffic and brine spillage in use for as much as nine years, and it is still good. On our earlier heavy duty concrete floors, we used different and much more expensive aggregate than we are now using, but I expect we will have equal success with the granite.

Used Floor in Smokehouse

Our only bad failure occurred when we moved a pig's foot operation on one of these floors. The vinegar ruined it in short order, but a standard type of brick floor will not stand this use either. We have also had some serious surface etching of floors at locations where equipment is cleaned with materials such as trisodium phosphate. This type of damage can be minimized if floors are always thoroughly cleaned immediately after the cleaning compounds have been used.

We have gone so far as to use this type of floor inside a smokehouse. It has now been in service for two years without serious damage, although there is slight spalling at places where minor cracks have developed. Effective expansion joints all around the walls might have prevented even this damage.

Under normal packinghouse use, with animal fat and brine present and daily hot water washing, the surface will show minor etching of the surface

FOLLOWING THEIR registration, this group paused to pose for the roving cameraman: Left to right: Bernard Greisler, president, Greisler Bros., Inc., Philadelphia; Morris Herman, owner, Herman Bros., Philadelphia; S. H. Marcus, vice president, Excel Packing Co., Wichita, Kan.; Max Bernstein, president, Standard Beef Co., Scranton, Pa.; James R. Marsh, perishable livestock agent, Baltimore & Ohio Railroad, Philadelphia; I. Fleskop, owner, Fleskop's Wholesale Meats, Philadelphia, and Harry Kelinson, owner, Harkel Packing Co., Philadelphia.

after a relatively short time. We do not consider that bad.

These floors will not disintegrate under normal use although you may develop some occasional holes where the compaction was not thorough. These places can be cut out, and patched with relative ease by using the same concrete mix and methods I have outlined.

We have found that air drills with 2¾ in. star bits mounted on a cart or dolly do a more effective job of preparation than paving breakers. The drills are restricted in downward movement, and clean the surface without shattering the slab. They also result in a better cut at the edge of the patch.

Patches must be exactly flush with the surrounding concrete surfaces. Overfilled or underfilled patches will result in relatively rapid wearing at the edges of this patch. Patches must be cured and protected from traffic at least as thoroughly as the original floor.

CHAIRMAN SCOTT: The development of mechanical means of injecting brine cure into bacon has necessitated a modification in the handling of product before cure. Mr. H. K. Gillman, general mechanical supervisor, Tobin Packing Co., will now speak on "New Developments in Curing Bacon."

Injection Curing Advantages

GILLMAN

FAST curing of bellies has a definite bearing on the engineering and construction of a plant.

I will discuss curing space, freezer space, floors, defrosting methods, etc., that will have a bearing from an engineering and construction standpoint. The other things that will be discussed also have a bearing on maintenance of equipment and operations, and, finally, also have an engineering viewpoint either from plant or time study engineering.

Last year at the AMI convention, Mr. Coffman of Kingan & Co. prepared a paper on the only machine available at that time for the needle pumping of bellies, bacon squares, and jowls. This paper was very informative and caused many people in the industry to start thinking. Inasmuch as Kingan had gone through the extensive tests it had, it took some of the sting out of the old idea that a belly could not be cured in any other way except by the meat absorbing the curing ingredients and holding the product in cure for various lengths of time according to the curing ideas held by a great many packers.

Our company has always had an open mind to new developments in our industry and, as many of you know, we were one of the first to adopt and establish artery curing of hams, as well as other new ideas in the industry. We have not been satisfied that a uniform cure could be guaranteed using any of the old established methods for curing bacon. This thinking is further borne out by tests run by the American Meat Institute Foundation conducted by C. G. Sidwell, F. C. Vibrans, D. A. Greenwood, V. W. Swartz, and C. F. Niven, jr., this data published in THE NATIONAL PROVISIONER issue of July 7, 1951.

With this thought in mind, the operating department was instructed to go into the idea of needle or injection pumping of bacon bellies. We thought a machine could be so built that the operator could see the operation at all times:—That is, the actual injection of each part of the belly. We knew that if any portion of the belly were not injected, we would have trouble, and plenty of it! Another feature that we were concerned with was the reclamation of the unused pickle which we knew was a definite waste and would be extremely costly over a period of time.

A machine now has been developed which meets all of our requirements, plus some other very good features. After we had run a series of exhaustive tests with this machine, we thought that we could produce a more uniformly cured bacon using this method than from our past experience with other methods. This we believed from the start because of information from H. Rumsey, jr., vice president of our company, who for several years has been experimenting with needle pumping or fast-curing of bellies, and from the experience of our good friends of Kingan & Co.

Photo 1 shows the machine. You will note that it requires a small amount of floor space, and can be located in the best spot to suit the conditions of any plant.

The machine is almost entirely stainless steel. We have recommended that every part be made of stainless steel, including the frame; the only exception to this would be the pump on the machine which can be cast iron. Such construction is necessary because of the corrosive action of the pickle over a period of time. The life of the machine should be long if it is built of stainless steel. Little maintenance is needed but, of course, the unit requires washing each day.

Photo 2 shows the placing of the belly on the conveyor wheels from a truck. The bellies are brought direct from the grading table on the cutting floor to the pumper. The method of transportation is subject to the conditions of plant operations. In plants where the bellies are graded in the cellar, the machine could be located at the grading table.

However, we believe it is better to grade the bellies on trucks to average and to check the temperature of the bellies to see that they are 37° to 38°F. for pumping. Also, it is necessary that the spread in the bellies not exceed 3 lbs. in order to get uniform pickle injection. Grade bellies 8 to 10 lbs., 10 to 12 lbs., 12 to 15 lbs., and so on.

Photo 3 shows the operator taking the belly off the discharge end of the unit.

Percentage of pickle pumped for each average can be controlled easily with the small lever you see on the side of the machine.

When averages are changed, a small scale is available to the operator and a chart is furnished to him so that he can quickly weigh a belly to determine the percentage of pickle to inject for that average. After two or three bellies are pumped, he has the correct setting of the control.

You will note from the picture that we are placing the bellies in a vat by hand. We are planning to use a short conveyor to elevate the bellies to the vat and with this arrangement one operator can handle the unit.

The vats are filled with cover pickle while waiting at the location. The line

PHOTO 1: BELLY INJECTING MACHINE

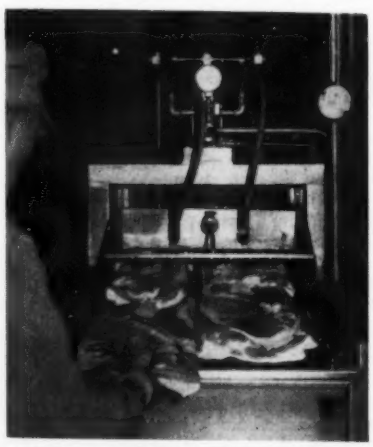


PHOTO 2: STARTING BELLY THROUGH MACHINE

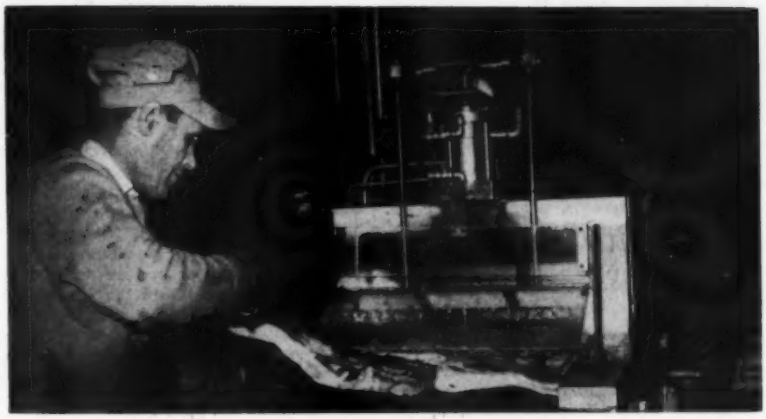


PHOTO 3: REMOVING BELLY FROM DISCHARGE END

for this purpose is directly overhead. When full (1,300 lbs.) the vat is removed by an electric fork truck to the holding location, and finally, after the required number of days, is moved to the wash conveyor for hanging in the smokehouse. Vats are moved by the same method and dumped with an automatic vat dumper.

Photo 4 shows the placing of rough trimmed jowls on the conveyor and these are handled in a similar manner so far as labor is concerned.

Photo 5 shows discharge of jowls. Bacon squares are handled in a similar manner.

Heavy American bellies also can be pumped, but at a lower speed due to the width of the belly and only being able to get one belly on the conveyor at a time. The average speed on regular slicing bellies is 10 bellies per minute. On American bellies, it would be approximately six bellies per minute.

The advantages gained from this type of curing are obvious, I am sure. However, for the record, I will list some of them.

CUSTOMER ACCEPTANCE OF PRODUCT: First of all, the bacon must be acceptable and desired by your customers for quality and flavor. This we know can be accomplished in using this curing method if it is properly handled.

EQUIPMENT SAVING: Most plants have had experience with curing bellies in 600-lb. and 1000-lb. galvanized bacon curing boxes. I would venture a guess that most of you could not tell how much expense you have each year in keeping these boxes clean, welding corners, regalvanizing and repairing covers and hinges. However, I know you all will agree that cost of maintenance amounts to a substantial sum.

SURPLUS INVENTORY IN FREEZERS: Instead of holding large quantities of product in cure, and thus subject to loss if sales drop off and the product must be moved, our bellies are held in the freezers and brought out as needed. In this way it is possible to stop distress sales.

The inventory of bellies, squares, jowls, and any other pork being cured by this method must be considered. Formerly, an inventory of from 15 to 30 days was available in cure in the cellars. Inventory requirements are reduced when the rapid cure is employed. This change requires enough freezer capacity to maintain a supply of product sufficient to the needs of the plant in question. The quantity of product held in the freezer can be much smaller than when a 15- to 30-day supply was in cure, or may be greater if desired by the management. The space vacated in the cellars in most plants can be used to advantage at once. By some rearranging it is possible to get space for the necessary additional freezer space required, if it is not already available. It is the practice to use bellies direct from the cutting floor as long as the belly temperature is 38° or above. If lower than this, holding the product overnight usually raises it to the desired temperature.

We have adopted electric fork trucks for handling either stainless steel open boxes for bellies or hardwood vats for bellies, squares and jowls. These have a capacity of 1500 lbs. After the product is pumped, it is placed in either type of container and cover pickle is

PHOTO 4: FEEDING ROUGH TRIMMED JOWLS

added at once. (The cover pickle is optional.) The product is then placed in the desired location by the electric fork truck and later removed to the washing conveyor by the same method and dumped automatically. This method of handling, of course, saves many man-hours in addition to the other labor eliminated by the fast cure, such as overhauling, etc.

In the use of electric fork trucks for handling loads up to 2,500 lbs., consideration must be given to the floors of the cellars. We have found that considerable damage occurs to brick floors laid in the normal way and that to overcome the trouble, it is necessary to use a heavier brick with more grout. We normally use a 1¼x4x8 in. packinghouse floor brick. We now have tests under way to determine the best method of correcting this difficulty. There is no question, however, that the labor saved warrants the expense of putting the floors in shape to withstand the loads that occur.

It is my firm conviction that it is more necessary than ever, in order to stay in a profitable position in the processing of meat food items, to be ever alert to the use of labor-saving devices. There is no question that if we are to keep meat prices down to a reasonable level, the only means we

BELLIES ARE PLACED IN TIERCE AND REMOVED BY POWER TRUCK

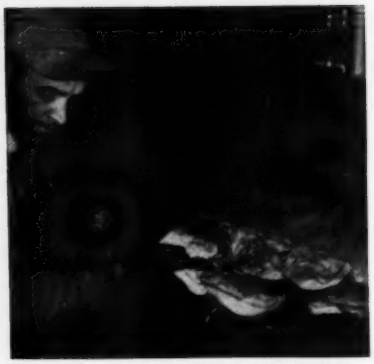


PHOTO 5: HANDLING DISCHARGED JOWLS

have of doing the job is to reduce our costs of production. Therefore, it is the engineer's job to see that these ideas are called to management's attention and to follow up to see that they are used.

It costs lots of money to do certain things. However, if they are not done, your costs are higher than the other fellow's and your business suffers accordingly. As we all know, there is not enough margin in our business to allow for any waste.

People that are in the meat business *alone*, must make a *profit* from *meat*. To do so, they must take advantage of every chance to reduce their costs of production.

CHAIRMAN SCOTT: The latest developments in engineering, operations and construction and their significance will be the topics of the next two speakers. J. S. Bartley, executive engineer of the Rath Packing Co., and Oscar G. Mayer, vice-president, operations, Oscar Mayer & Co., will now speak on the topic "What's New and How Is It Working?"

Keeping Pace With Machinery

BARTLEY

MANY, if not most of you, who are charged with engineering or architectural design or investigations, are trying to keep up with the times regarding machinery and materials. I believe it is safe to say, however, that you can hardly accomplish it. It takes a heap of reading all the time, day in and day out, and the material is dull and difficult to wade through. It surely takes more time than so-called "light" reading. At any rate, it is possible that some of you here may be overlooking some worthwhile developments that can be applied in our own field. The program committee decided to give attention at our meeting to this idea. It was believed that those of you who handle some of the smaller plants would be most anxious to listen to a brief review of recent trends and hear about some of the new materials. It was thought that you might want to follow the developments of certain machinery.

I am going to say a little bit in a very general way and to a limited extent about three or four specific subjects. My main idea is to slip just enough information to you so that you, and not I, will have to take the next step of further investigation of these subjects.

The specific subjects are:

1. The multi-cylinder high speed ammonia compressor.
2. Translucent building materials.
3. Forced circulation of liquid ammonia for low temperature applications.

Maybe, I'll merely mention another subject or two also.

MULTI-CYLINDER HIGH SPEED AMMONIA COMPRESSORS: More than 12 years ago, the daddy of the most recent type of multi-cylinder high speed ammonia compressors was produced. Used as boosters, some of the early machines have been in service for ten years or more. Refinements have served to permit high speeds as compared to the usual single acting two-cylinder slow-rotating compressors and now compressors with as many as 16 cylinders are giving good satisfaction. Several manufacturers report increasing sales of this type of machine and so there may be reasons for its use besides price. May I call attention to a few points favoring this type of compressor?

1. **Light weight.** This means lower freight cost and low installation expense. It also is reflected in a lower cost for floor slabs in those cases where the compressors are set on reinforced floors. Light weight also means lower costs for foundations.

2. **Minimum vibration.** This characteristic eliminates the need for massive foundations. However, the machine must perform correctly from a mechanical standpoint because it is a multi-cylinder machine rotating at high speed; otherwise, vibration could cause trouble. It is extremely important that the manufacturer select all reciprocating parts for weight and then balance them to very close limits, or some serious shaking force can be started. Well-designed trouble-free machines are adaptable to many locations where some of the older slow rotating units would not be practical.

3. **Smaller floor space requirements.** There may be exceptions to this generalization, such as cases where a two-cylinder machine directly connected to an engine type synchronous motor would be compared with a 16-cylinder unit of the same capacity. Floor space is, of course, related to cost.

4. **Lower head room.** This characteristic may permit an installation in an old building or in cramped quarters.

5. **High rotative speeds.** This attribute permits direct connection to relatively inexpensive motors. Many high speed compressors are not running at synchronous speeds, however, but through V-belts.

6. **Unloaded starting.** This factor permits use of less expensive and more efficient motors and oil engines and lends itself to automatic starting.

7. **Easy servicing.** Since the compressors are close to the floor, service work can be done by a mechanic standing on the floor. The bore and stroke are generally small and the parts, such as pistons and rods, are not heavy and can be easily lifted, which may mean lower cost of servicing. For example, consider reboring a large cylinder block as against replacement of a cylinder sleeve weighing only a few pounds. It should not be overlooked, however, that the cause of a mechanical knock in a multi-cylinder compressor may be difficult to determine. Repairing in the field of a shaft or shaft bearing may not be easy because of the limited space in which the mechanic must work.

All seven points you have just heard are advantages. Some disadvantages of multi-cylinder compressors are as follows:

1. **Volumetric efficiency.** This is likely to be reduced at high speeds. For example, there is an optimum speed for each machine design or type where volumetric efficiency is greatest, say at 1,400 rpm. However, if the unit were connected directly to a motor, the speed probably would be settled at 1,150 rpm.

2. **Horsepower per ton.** There is an optimum speed for the best horsepower per ton. Below and above this speed, the horsepower per ton will increase to some extent.

3. **Liquid slopover.** This may occur, but safety heads may be used or the discharge valve or valve cage probably could be designed so as to assure a minimum of liquid getting back to the machine.

4. **Oil pumping.** This difficulty probably is greater than in the older, slow-speed machines. A suitable oil separator is recommended as standard equipment with each high speed compressor to cool the oil that is pumped and return it to the crank case. Field experience has determined that overheating would result in the top cylinder and valve areas, if the machines were designed with less piston-to-cylinder clearance. Moreover, the plant piping system in each case should be checked with regard to contamination, particularly old systems, although most manufacturers do not worry too much with regard to this point. Most manufacturers of these compressors put filters ahead of the bearings.

5. **Compressor Ratio:** High speed multi-cylinder compressors cannot be operated at as high a compressor ratio as the single-acting, conventional type.

I have alluded to price, but you must not infer that the initial price of the high-speed compressor is invariably less for a given capacity than

that of a vertical, single-acting unit. It would be safer to consider each job by itself, fully complete and ready to run, when thinking of initial price.

Other types of compressors also are available so you may give consideration to all of them when trying to select the *right* type, and the *right* size for *any* job.

In balancing the pros and cons of the various types of compressors, be sure to consider the *load factor*. Is it high, as it is in most packing plant refrigeration systems, and does it operate a high percentage of the time? If the answer is yes, then the power cost per year becomes more important than the initial cost of the compressor installation. *BHP per ton figures* become very *important* and should *not be ignored* in deciding which to buy.

At the beginning, reference was made to the increasing sales of high-speed ammonia compressors. Quite a few meat packers in various locations have installed this type of unit in medium and smaller capacities and are beginning to gain experience with them. Good performance and life have been proved by users. It is safe to state that all the manufacturers of this type of equipment have had repeat orders. Does this not look like a most satisfactory endorsement of the product, since the purchaser backs his opinion and experience with cash? Doesn't it appear, therefore, that the multi-cylinder compressor will become *one* of the preferred types?

Translucent Building Materials

Translucent building materials have appeared on the scene and it happens that a number of meat packers have been using one kind or another of these materials in an experimental way in order to evaluate their merits. One is called *Corrulux* and another is called *Alsynite*.

These materials may be used for skylights, windows and the trim on building exteriors. They may be used for low partitions or screen partitions in offices and first aid departments, facings for counters, ends for shelving and cupboards, decorative ceilings and decorative architectural details in general, especially for interiors such as plant dining rooms or office lobbies. The colors may complement certain color schemes for decoration. At least one of these materials is made in the form of flat sheets. All are made in corrugated sheets and may be used in lieu of *glass in frames*, for skylights, or sidewall windows, or it may be used in lieu of corrugated iron, aluminum, or transite for roofing.

The claim is made that the material is tough, shatter proof, rot proof, lightweight, economical, resistant to mild acids, alkalis, and organic solvents. The material is weather tight, and the sun, cold, heat, hail, and rocks will have little effect on it. Laid as roofing and membering with the other types just mentioned, the cost for daylighting *could be less* than with glass, frames, and flashings for the same amount of light admitted to a building. Tints of light green, aquamarine, maize, opalescent blue, rose coral, navy, sky blue, yellow and dark green may be used. The claim is made that up to 65 per cent of the heat rays of the sun are turned back as compared to 24 per cent for plain glass. The material may be had in straight sheets or curved sheets 26 in. in width or up to 42 in. and in lengths 3 ft. and up through 12 ft. Corrugations are 1¼ in. and 2½ in. so as to match other conventional roofing sheets. The material nails, bolts and saws easily and can be drilled. It can carry a 40 lb. snow load with a factor of safety of 2½ on a span of 4 ft. when the corrugations are 2½ in. The expansion of these materials is about the same as for aluminum; that is, a 100 in. sheet will expand or contract ⅛ in. for a change of temperature of 100° F. The corrugated material does not seem to buckle. The tensile strength is about 15,000 psi. The price, f.o.b. factory, varies with the length and width of sheets and the depth of the corrugations, but to give you a very general idea of the price, let's say it varies from $1.15 to $1.50 per square foot. The light transmission is shown in the table and varies from 33 per cent to 74 per cent and should be compared to 91 per cent for window glass.

The material must have an unfavorable fire rating, if any at all. The manufacturer's published story with regard to burning tests is true, but it is rather clever in that it is likely to lead you away from any idea of touching a match to the edge of the sheets. Some people, after having read the literature mentioned, have concluded that the material is fireproof. Your experience with insurance inspectors and with sprinkler contractors no doubt has caused you to give thought to fire *on* or *in* or *around* buildings—at least, to think of fire resistant building materials. Even so, Corrulux, Alsynite and perhaps other translucent building materials are here, are modern, and in the proper places we can surely make good use of them.

Low Temperature Refrigeration

One meat packer installed in his Nebraska plant not long ago a refrigeration system that is not commonplace. It has drawn the attention of our industry to low temperature refrigeration systems. By the term low temperature, I mean a wide range of temperatures below -20° F. It is on developments in this range and below, that I wish to place emphasis. The Nebraska plant uses ammonia as a circulating liquid throughout the plant with a Freon-12 centrifugal refrigerant cycle.

Before going further into the system, let's think of the past for a moment. For years we have been using *single stage* refrigeration, and in recent years mechanical refrigeration has gone into our homes, restaurants and places of business. Standardized small equipment is now all around us. Furthermore, *two-stage refrigeration* is not new; there have been many such plants installed which are in operation now.

During the last 10 years, that is, after increased knowledge was gained during World War II regarding lower temperatures, there resulted a need for refrigeration equipment to produce ultra low temperatures. Among others, the aircraft industry needed such equipment. Great interest has continued and tremendous growth has resulted in the field of refrigeration; especially in the range of temperatures from -20°F. to -75°F. or even lower.

Obtaining low temperatures has not yet reached standardization or the cut-and-dried stage that higher temperature refrigeration has, but the system recently installed in the Nebraska plant can be used for illustration here. That plant employs three centrifugal refrigeration machines in the Freon-11 or Freon-12 refrigerant cycle. The three machines are driven by steam turbines and are flexible in application so as to give as good a steam balance as possible. Each centrifugal refrigeration machine, or standard centrifugal system if you prefer, includes compressor, condenser and cooler. The cooler condenses ammonia gas for circulation as a liquid to unit coolers, freezers and Pak-ice machines. Liquid ammonia at 5°F. goes to the Pak-ice machines and *at –60°F.* it goes to the blast freezer and calcium brine coolers. Methylene chloride or some other refrigerant could have been used for the low temperature, but since there was so much ammonia in use in higher temperature low sides, it was more simple to utilize ammonia throughout as the brine at –60°F. condition. The condensing water is connected in series through the three centrifugal unit condensers before passing through the steam condenser.

Advantages of this arrangement for refrigeration include: large capacity in small space; ammonia cycle completely oil-free; no flash gas, as cycle is at evaporating temperatures throughout; no liquid slop-back, and heat balance achieved through turbine drive. Experience has shown that maintenance cost is extremely low. These same advantages can accrue to your large or your medium-sized packing plants by applying similar systems.

Incidentally, the equipment in the blast freezer is unique in concept and design. In fact, the entire packing plant involved is the culmination of genuine creative thought, both in block and detail.

The magazine, *Food Industries*, for January, 1951 carried an article by Jack Meyer that you should read. It is interesting in that it points out a method measuring meat temperatures in smokehouses, thus reducing smoking time by 15 per cent, improves products and saves fuel and labor. People who have visited a job of this kind report that the owners are very

pleased with the thorough cooking and elimination of discoloration. The basis of this efficient system is a *multiple-point electronic strip-chart recorder,* or centralized instrument, that serves as a guide to the operators of a series of smokehouses.

This type of thermocouple is also used to measure the internal temperature of cured bacon to determine when it is properly cooled before going to the slicing machine.

Some people are using the device with an indicating and signaling light to measure the internal temperature of hams during boiling. This shortens the process time but assures thorough cooking.

It seems to me that some of these things that have appeared on the scene during the last months or the last year or two indicate that the soil is still rich in this country. It is apparent that our industry is alert to them. It would be well for us to continue the search for other new developments, apply them with vision and courage where possible in our businesses and proceed to greater achievements in the future.

Three Operating Developments

MAYER

A RECENT development of considerable interest in the industry has to do with the substitution of a multi-wall paper bag for the standard slack barrel for packing trimmings for shipment. The new package also holds promise as a replacement for the conventional fiber box in packing the same items for freezer storage. This latter development is still subject to the results of longer-term testing and evaluation, but shows considerable promise based on short-term freezing test results.

Both applications employ the use of a new bag-filling machine, pictures of which are shown herewith. As you will see, the trimmings are fed into the machine directly from the container in which they are transported from the cutting floor. I presume it would also be possible to arrange layouts in such a manner, especially in larger size hog cutting operations, as to have various types of trimmings conveyed directly from their source to the filling machine without rehandling in a standard barrel or metal drum.

The trimmings are conveyed up an incline screw conveyor to the top of the machine, from which they drop into a small surge hopper. An auger in the bottom of the surge hopper carries the trimmings horizontally through the mouth of the machine and into the bag through the valve opening in the bag. The mouth of the machine is, in effect, the bevelled end of a 3-in. stainless steel pipe over which the valve of the bag is clamped.

An automatic weighing device is included with the machine which shuts off the conveyors when the pre-determined weight has been filled. A standard weight is about 75 lbs. per bag. The operator then removes the bag from the machine, closes the valve-type opening in the bag, and places it directly upon the platform skid or pallet for transportation to the holding cooler or shipping room.

Several conditions are important in the proper use of this machine and the accompanying bags. Time does not permit me to give a detailed explanation of each but I will mention some of them briefly.

First, the bag must be of a certain type known as the multi-wall kraft, of which the inner sheet is polyethylene coated. The ends of the bag are stitched, taped, and wax dipped. The tuck-in sleeve is made of polyethylene coated creped kraft.

Second, the process works best with trimmings which do not contain an excessive amount of moisture. For example, regular pork trimmings can be handled readily, whereas livers and like materials present problems because of the moisture they contain.

Next, a fairly tight temperature range is desirable for best handling of the trimmings in the machine. Although the optimum temperature must be determined by experience for each item handled, it is known that a temperature range of 28° to 35°F., for example, is most suitable for bagging regular pork trimmings.

The basic advantages in the use of bags over the standard slack barrel containers can be summarized as follows: (1) Reduction in container costs; (2) Reduction in amount of freezer burn, based on limited freezer testing to date; (3) Reduction in storage space required for empty or unused handling containers; and finally, (4) Improvement in sanitation because of the disposable nature of the bag, which eliminates the washing and cleaning operation on barrels.

To summarize, experience thus far has revealed that this new method improves the handling of certain types of trimmings at a lower overall cost, depending upon the methods and containers used for contrast and comparison.

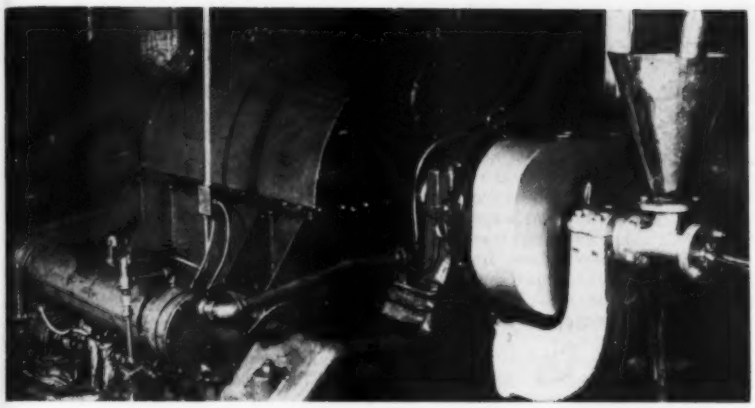
Centrifuges in Rendering

Over the years, one of the basic objections to the steam rendering method of handling fats has been the operation of pressing the residue to recover the grease and eliminate excess moisture from the tankage before drying it. Press room operations are messy, laborious and unsanitary. Because of these conditions, it is usually difficult to obtain and retain satisfactory personnel in the press room.

This problem has been largely solved in recent years through the use of centrifuges to separate the solids, water and grease. The illustration shows one such installation which has been in satisfactory operation in a meat packing plant for several years.

The residue from the rendering operation, including tank water and solids, is run through a crusher to disintegrate any large bone pieces and a screen to catch tramp metal and other foreign objects. The mixture, or slurry, is then discharged into a steam-jacketed stor-

LEFT: Closeup of bag filling operation. RIGHT: Overall view of bagging operation, showing hopper, incline screen conveyor, surge hopper, and weighing device which shuts off conveyors when predetermined weight is reached.



CENTRIFUGE SEPARATES SOLIDS, WATER AND GREASE

age tank provided with an agitator. The material feeds by gravity from this tank to the centrifuge, which continuously discharges a solid residue, or wet tankage, which is then ready for further drying. This wet tankage residue is generally lower in grease content than residue which has been handled in the conventional hydraulic press manner.

The use of a centrifuge provides, in addition to better grease recovery, the following advantages: (1) Elimination of the expense of press cloths; (2) Definite saving on labor and maintenance, and, finally, (3) The advantages of a continuous process if the volume is adequate.

The liquid containing the grease and dissolved solids, or tank water, from the centrifuge is then fed through another centrifuge which separates the grease from the water. The water is next pumped to a storage tank and fed from there to an evaporator. Here the centrifuge has been found highly useful in clarifying the tank water through removal of grease, so that the evaporators for concentrating the tank water can be operated at a rated capacity. Grease remaining in tank water causes deposits on the evaporator tubes, which slow the transmission of heat through the tubes and lowers the rate of evaporation. In addition, other advantages of the use of a centrifuge in this operation are a better recovery of grease, lower labor and maintenance costs, and the advantages of a continuous process if the volume is large enough.

In general, it can also be said that a centrifuge is a durable machine which will give long and reliable service if properly installed and carefully operated.

There have been other operations in the industry in which centrifuges have been successfully employed. Among these are the clarification of oleo stock before it is placed in trucks for graining. Use of the centrifuge for this purpose reduces the loss of product from settlings in the graining trucks. Centrifuges have also been used for some time in the recovery or reclamation of lubricating oil used in powerhouse operations. Finally, they have been used successfully in the recovery of a portion of the grease from stockinettes in smoked meats operations.

Collapsible Shipping Box

Ever since the early days of large-scale production of meat in America, the matter of a suitable method of shipping loose meats between packing plants has been a problem. The conventional method is to pile these meats, such as hams, picnics, and bellies, individually by hand into freight cars or truck trailers equipped with floor racks and paper linings on top of the racks and on the sides of the vehicle. At destination, these meats are then hooked out of the car or trailer by hand into a suitable vehicle for transportation within the plant. Needless to say, although still common practice, this is an expensive way to handle large quantities of green meat.

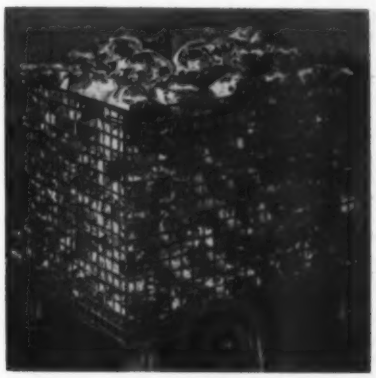
Within the past year or two, collapsible wire box-type containers, standard for a number of years in the heavy machine industries, have been successfully tested for use in the shipment of green meats between plants. The picture shown here reveals the design of this collapsible box, which can be built with either a pallet or a skid-type bottom. The sides are of sturdy two gauge 2-in. galvanized wire mesh which join at the corners in a suitable manner to afford adequate rigidity but which can be uncoupled in a moment in order to collapse them to the bottom to accomplish substantial saving of space for the return haul. The next picture shows a view of the container with the sides collapsed to effect this saving of space if an empty return haul is necessary.

In the heavy industries from which these containers have been adopted, they are stacked up to four high, with the wire mesh sides carrying the load. In applications in our industry, the matter of stacking becomes a problem because of the possible contact of foreign material from the bottoms with the meat. Nevertheless, when used in only a single tier and filled to capacity, these containers can be designed and purchased in sizes suitable to provide maximum loading, comparable in volume to that of present standard loadings of loose meats in cars or trucks. A typical container measures 40x48x34 in. in dimensions. This last dimension does not include the distance from the floor to the top of the pallet or skid surface.

This type of container is useful in that it can be transported, fully loaded, from the point of origin of the product to the car or truck by means of a power or hand-operated pallet or skid transporter and can be unloaded at destination in the same manner and delivered to the processing department.

Even though a considerable investment is necessary to equip an operation with these containers, including the mechanical handling equipment if none is available at the plant, the savings come to a substantial figure if volume is adequate to make good use of the equipment. Other advantages, in addition to the basic labor savings in loading and unloading, are as follows: (1) Savings in the use of floor racks (which may reach a substantial annual amount); (2) Savings in paper used to line the truck or car in conventional loading procedures, and (3) Substantial savings in time for both the driver and the truck equipment during loading and unloading operations where motor trucks are used.

Against these advantages, there is the matter of additional freight required on the containers, both on product shipments and on the empty return



TWO VIEWS OF wire box shipping container: Above, filled with hams; below, collapsed.

haul. Sometimes, of course, it is possible to load these containers also on the return haul. It must be restated here that this type of operation is useful mainly between plants of a packer operating more than one establishment, or between plants of different packers who do a regular business in green meats to the point where the receiving packer would be willing to make arrangements to gather and carefully return the empty containers. They are not an item that one can afford to lose in transit.

A final comment is that the question of the desirability of making the needed investment in this equipment is readily answerable by an economic analysis. When all factors are taken into account and volume is adequate, this method of handling the inter-plant shipment of green meats appears to present favorable possibilities.

Frankfurt Skinning Machines

During recent months, a considerable amount of attention has been devoted to the problem of mechanical peeling of frankfurters. A number of equipment suppliers have indicated some degree of progress in developing skinning machines and, in fact, several different machines were shown at the AMI convention of last year. Most of these have since been withdrawn from the market for further development or are being tested on a few production lines in order to ascertain their practicality under varying types of operating conditions.

It has been found that frankfurters must be carefully pre-conditioned in order to lend themselves to mechanical peeling. The optimum conditions required by a given type of mechanical peeler must be determined individually, but general information currently available indicates that the frankfurters should be uniform and firm in texture and the casings somewhat moist, or at least not dried out, for best results. An important factor in the maintenance of these conditions in the frankfurter itself is that conditions in the room in which the skinning is done be controlled as to both temperature and humidity.

In summary, it can be said that the development of a number of different machines for the mechanical peeling of frankfurters is under way and that there are indications that at least some of them should prove successful. Even though it may not be possible to perfect a machine that will peel all types of frankfurters at random, successful mechanical peeling should undoubtedly become possible within the near future, under controlled conditions of temperature and humidity, on frankfurters of consistently uniform production characteristics.

CHAIRMAN SCOTT: Mr. L. T. Force, plant superintendent of Canada Packers, Limited, St. Boniface, Manitoba, will explain the operation and use of specialized equipment used on his company's newly-installed system of dressing beef on the rail. A summary of Mr. Force's presentation follows.

Beef on a Rail

FORCE

THE RED LACQUER room had standing room only at the premier showing of "Can Pak," the colored sound movie of dressing cattle on the chain. L. T. Force, plant superintendent for Canada Packers, Limited, at St. Boniface, under whose immediate direction the method was engineered, stated that he believed his firm had achieved a milestone in packinghouse progress.

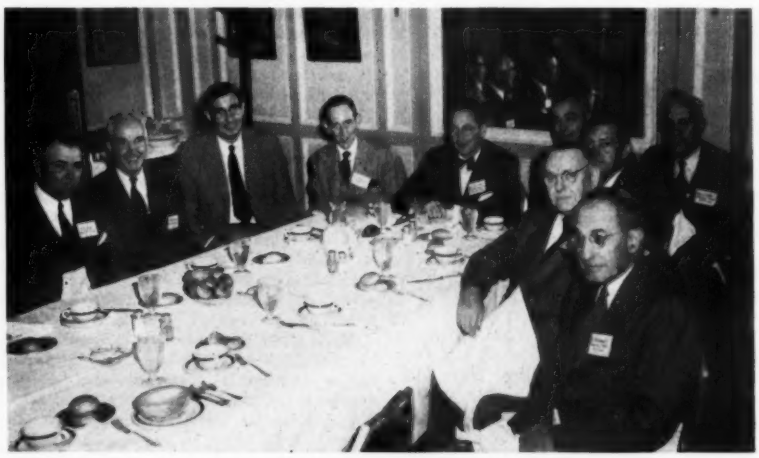
Under the "Can Pak" technique, cattle can be dressed on the chain as hogs and sheep have been for years.

While sound and color gave the film a pulsation lacking in the article, the fundamental principles of the "Can Pak" system have been described in "From Sticking to Shrouding—It's Beef on the Rail," published in THE NATIONAL PROVISIONER, April 7, 1951. The elimination of the stooped position for the butchers, and the continual movement of the carcass without any of the "dead work" connected with the conventional hoisting and landing, are two features of the new technique which are brought out very graphically in the film. The comparative ease with which the butchers do their work is also shown.

The major difference between the article and the film lies in the introduction of the mechanical knife for skinning the shank, brisket, the neck and the rose of the shoulder. This represents a major improvement in the technique since first reported.

The film showed in action the various mechanical devices invented to make possible the new chain dressing operation. These include the leg transferring unit, the aitch bone cutter, the tail skinner, the brisket bone saw and, most important, the mechanical hide puller.

After showing the film, Force stated that his company welcomes inquiries from any packer who is interested in the "Can Pak" method of dressing beef on the rail and that the film is available on a loan basis to other packers.



THIS CHEERFUL group appears to have reached a solution to their problems. Louis Kahn was the chairman at this luncheon of the hide committee held on Saturday.

MEMBERS OF THE provisions committee are pictured here following their luncheon Saturday afternoon.

J. R. IVES

FITZGIBBON

H. WURSTMANN

Sausage and Merchandising

THE sausage section meeting convened at 10 a.m., Saturday, September 22, with Edward C. Jones, general manager, Jones Dairy Farm, presiding.

CHAIRMAN JONES: Kicking off our sausage session this morning will be J. Russell Ives, associate director, department of marketing, American Meat Institute. Mr. Ives' subject will be "The Outlook For Livestock and Meat Supplies"—an analysis of the factors affecting sausage producers in the light of current and future livestock and meat prospects.

WE HAVE put together a set of material dealing with the livestock and meat situation, which I hope you will find both interesting and worth reviewing with me. Let us start by looking at Table 1.

As you will note from the percentages in the right hand column, there have been several substantial changes in the livestock and meat industry during the past 10 years. Briefly, they are these. Production of livestock and meat has increased by about 16 per cent on the average, thereby keeping pace with the increase in the country's population during this 10-year period. But because of the sharp increases in wage rates and consumer purchasing power, the country's economy is operating at a price level about double that of 10 years ago. The most spectacular figure in this column, of course, is the increase in the country's tax bill—up 800 per cent over 10 years ago.

So much for history. Let us now get into the outlook part of this discussion by first taking a look at the feed situation. As Chart 1 shows, livestock production depends very decidedly on the availability of feed. Hence, it's worth noting how the country's grainery compares with the expected utilization of feed during the next year or so.

As many of you know, this has been a backward season for feed crops, particularly in the Corn Belt. Nevertheless, this year's corn crop is estimated as of September 1 to total about 3.1 billion bushels, the same as last year. The corn crop has developed slowly, however, and there is still considerable chance of frost damage in several states. Production of small grains and of grain sorghum totaled a little less than last year, and the combined feed grain harvest is currently estimated at little over 120,000,000 tons, which is about 4 per cent less than in each of the preceding two years. However, the cool, wet weather which has prevailed in many states this summer has been favorable for pasture and hay crops, and this year's production of hay is expected to be the largest on record.

We have consumed somewhat more feed than we have produced in each of the past two years. In other words, we have been eating into the large carryover of feed grains which we had accumulated from the bumper crops of 1948. Even so, feed supplies are still ample for some further expansion in livestock production during the coming year. We believe, however, that we are approaching the point where a further increase in the harvest of feed grains will be necessary if our livestock production is to expand further along with our growing population. We also believe that such an increase is feasible.

TABLE 1: FACTS ABOUT THE LIVESTOCK AND MEAT INDUSTRY NOW AND 10 YEARS AGO

Item	Unit	1951	1941	Change
Livestock on Farms Jan. 1				
All cattle and calves	Mil. Head	84.2	71.8	+ 17%
Beef cows	"	18.4	11.4	+ 61
Milk cows	"	24.6	25.5	— 4
Hogs	"	65.0	54.4	+ 19
Stock sheep and lambs	"	28.1	47.4	— 41
Meat and Poultry Production				
All meat	Bil. Lbs.	22.7	19.6	+ 16
All poultry	"	3.6	1.9	+ 87
Per Capita Consumption				
All meat	Pounds	144	143	+ 1
All poultry	"	23	15	+ 53
Population and Employment July 1				
Total population	Million	154.4	133.2	+ 16
Civilian employed	"	62.5	50.4	+ 24
Unemployed	"	1.9	5.6	— 66
Demand Conditions				
General Price Level	1926—100	177[1]	91.6	+ 93
Personal Income (annual rate)	Bil. Dol.	250[2]	95	+163
Taxes (annual rate)	"	27[2]	3	+803
Disposable Income (annual rate)	"	223[2]	92	+142
Avg. wk. earnings factory workers	Dollars	64.56[3]	29.58	+ 18

[1]As of August 28. [2]April-June, 1951. [3]July, 1951.

Pig Crop Will Increase

With this as a background, let us now take a look at the hog situation. You will see from Chart 2 that hog production has increased for five successive years—from a total pig crop of about 83,000,000 head in 1946 to nearly 106,000,000 head in 1951. This is really quite a record. Prior to this, consecutive increases in the annual pig crop were limited mostly to two years at a time.

With the 1951 pig crop having in-

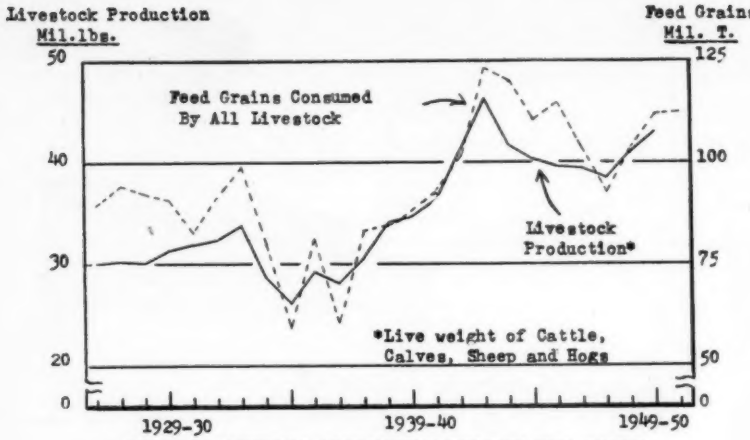


CHART 1: LIVESTOCK PRODUCTION REFLECTS FEED SUPPLY

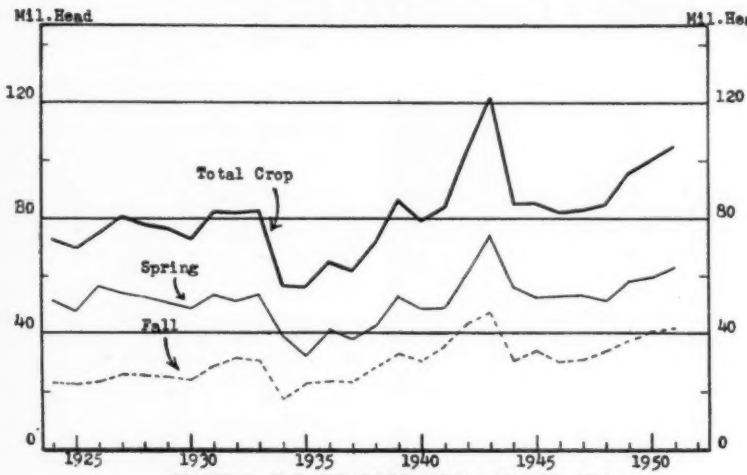


CHART 2: U. S. PIG CROPS FROM 1924 TO 1951

creased to 106,000,000 head, the question naturally arises whether or not any further expansion in hog production is likely to take place in 1952. In the past, important factors which have influenced hog production have included the size of corn crop, the hog-corn price ratio, and the general level of hog prices. The present relationship between hog and corn prices is somewhat less favorable for an increase in hog production than was true at this time last year. However, if not discouraged by government regulations in the months ahead, it is our opinion that the other factors mentioned above still favor a moderate further increase in hog production in 1952. We also are hopeful that additional increases in subsequent years will be forthcoming.

I should like to call your attention to the marked shift which has taken place in the seasonal pattern of hog marketings during the past 20 years. You will note from Chart 3 that the summer low point in hog marketings occurred this year during the week ended August 11. Ten years ago the low point generally was expected in late August or September, and 20 years ago the seasonal low hog supply generally did not occur prior to late September or mid-October.

There has been considerable comment this year regarding the substantial increase in early farrowed spring pigs. According to the Department of Agriculture's spring pig crop report, about half of the estimated 4,000,000 head increase was farrowed in December, January, and February. While this increase in the production of winter pigs undoubtedly is an important factor affecting current marketings, it should be noted that the 22 per cent of the spring crop farrowed in these three months is about the same as in several years during the 1930's.

Probably a more important factor in the trend toward early marketings of spring pigs in recent years has been the marked strides which have been made toward greater efficiency in the production of hogs. For example, it is no longer uncommon to hear of many farmers getting their hogs to market at six months of age. Increased use of high protein feeds, antibiotics, and other improved feeding practices have made this accelerated output possible.

At this time each fall there always is considerable interest in the outlook for hog supplies during the coming marketing year. For many years we customarily have considered the marketing year as beginning with the first of October. However, a review of the records shows that perhaps a more realistic evaluation of future hog supplies can be obtained if we start the 12-month period with August. This we have done in the figures in Table 2. On the basis of the pig crop, and starting the year with August, it seems reasonable to expect a total slaughter of hogs under Federal inspection during 1951-52 of about 63,500,000 head. This would be a six per cent gain over the 60,000,000 head slaughtered in the corresponding 12 months of last year.

As you well know, the 1951 spring pig crop already has been moving to market at a rapid rate. Slaughter in August was 17 per cent larger than a year earlier. Taking the early farrowings into account, we do not expect this large increase to be maintained throughout the entire season. As the estimates in this table show, it is our thinking that the increases over last year will decrease as the season progresses, with slaughter in December probably being only a little larger than the 6.8 million head which was recorded in that month last year. As in several recent years, December probably will be the peak slaughter month of the winter season.

Incidentally, I hope you will not be too hard on me at this time next year, if these estimates fail to work out exactly as we have them projected on this page. Factors which may have considerable bearing on future hog marketings but which can be only partially taken into account at this time, include the possibility of soft corn, government regulations, and war developments.

More Cattle Until 1953-54

Let us now look at the cattle situation. It is a well-known fact that marketings of cattle and calves, as well as cattle feeding operations, have been greatly disrupted by government regulations during the past eight months. This has greatly intensified the tendency of farmers and ranchers to hold back cattle and calves during the current year. Of course, favorable range

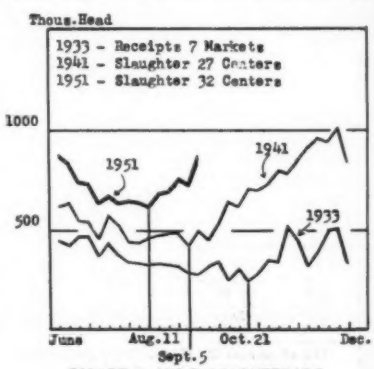


CHART 3: HOG MARKETINGS

and pasture conditions in most of the country (except the southwest) made this possible.

As a result it appears that the country's "cattle herd" will be increased by somewhere around 6,000,000 head during 1951. This will raise numbers as of January 1, 1952 to about 90,000,000 head, which will be the largest number on record, exceeding the previous peak number of 85,500,000 recorded at the beginning of 1945. (See Table 3.)

Barring the occurrence of drought conditions in 1952, cattle numbers now have reached a point at which we can have both a continued build-up in herds and some expansion in marketings for slaughter at the same time. While there is no precise method of estimating cattle and calf slaughter in the year ahead, it seems reasonable to expect an increase over that of the current year—possibly back to the 1950 level when total cattle and calf slaughter amounted to a little over 29,000,000 head. Such a slaughter would still permit an increase in cattle numbers of about 5,000,000 head during 1952.

How much further the cattle population will expand is anybody's guess. Assuming the continuance of reasonably favorable weather conditions, most of the experts in this field anticipate that the peak will be reached in 1953 or 1954, with numbers climbing close to the 100,000,000 mark before the downward phase of the cattle cycle again sets in. It is worth noting that once that point is reached we will see a substantially different supply and demand situation for cattle than has existed during the past two years. Not only will substantially increased numbers of cattle be added to the slaughter supply, but many producers will, in effect, withdraw from the demand side of the picture at that time.

Marketings of grass cattle from western ranges have gotten under way later this fall than usual. Except for the southwest, good grass conditions have favored this late movement. Marketings of grass cattle are picking up seasonally now, however, and the movement probably will continue to expand well into November.

The feeder demand for cattle has been very strong this fall and the number of cattle which will go to Corn Belt feed lots probably will be larger than last year. Shipments to eight principal states during July and August totaled 466,000 head, an increase of 19 per cent over the same months last year.

It is reported that a very large proportion of the Kansas-Oklahoma pasture cattle has been contracted for at prices substantially above last fall. The price of feeder steers at Kansas City in early September averaged about $32.25 per cwt. or more than $5 above last year. Feeder calves at around $39 are $6.50 higher than a year ago. Incidentally, an important development of the past few years has been the strong demand for feeder calves on the part of Corn Belt feeders. This has been an important factor restricting the

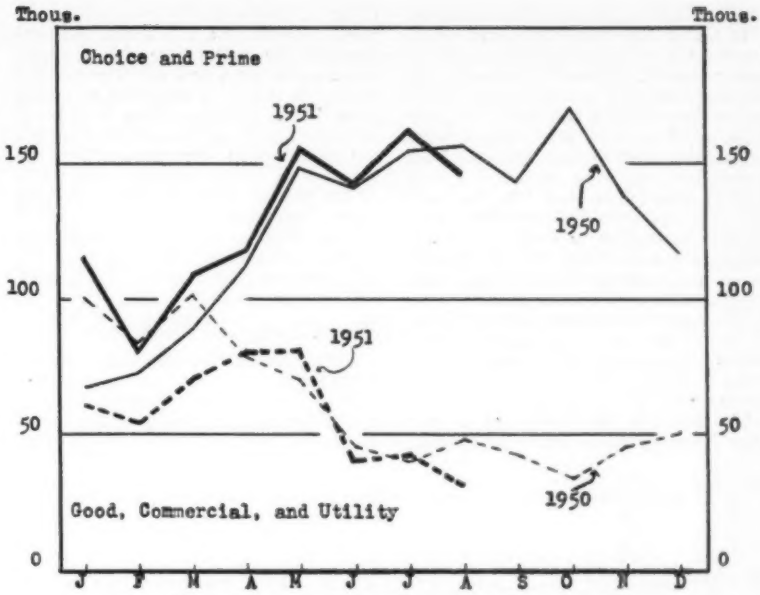


CHART 4: SUPPLIES OF WELL-FINISHED CATTLE RUNNING BEHIND 1950

TABLE 2: PIG CROP AND ESTIMATED SLAUGHTER OF HOGS UNDER FEDERAL INSPECTION, 1951-52 WITH COMPARISONS

Item & Month	1951-52 Estimates	Change From Prev. Yr.	Change From Average	1950-1951	1947-49 Average
	—Mil.—			—Million—	
Pig Crop					
Spring	63.8	+ 7%	+18%	59.8	54.2
Fall	42.0*	+ 3	+23	40.7	34.1
Total	105.8*	+ 5	+20	100.5	88.3
Slaughter					
August	4.2	+17	+45	3.6	2.9
September	4.6*	+12	+44	4.1	3.2
October	5.6*	+10	+30	5.1	4.3
November	6.4*	+ 5	+14	6.1	5.6
December	6.9*	+ 1	+10	6.8	6.3
5 months	27.7*	+ 8	+24	25.7	22.3
Jan.-March	16.5*	+ 4	+19	15.9	13.8
April-July	19.3*	+ 4	+30	18.5	14.9
12 months	63.5*	+ 6	+25	60.1	51.0

*Preliminary estimates.

TABLE 3: BALANCE SHEET OF CATTLE AND CALF NUMBERS, 1945-52

Item	1952*	1951*	1950	1949	1948	1947	1946	1945
				—Million Head—				
Jan. 1 Numbers	90.5	84.2	80.1	78.3	78.1	81.2	82.4	85.6
Calf Crop	37.2	36.0	35.1	34.5	33.7	35.2	34.6	35.2
Imports	.3	.3	.4	.4	.5	...	.6	.5
Total "supply"	128.0	120.5	115.6	113.2	112.3	116.4	117.6	121.3
Slaughter								
Cattle	18.5	17.7	18.6	18.8	19.2	22.4	19.8	21.6
Calves	11.0	9.4	10.5	11.3	12.3	13.7	12.2	13.7
Total	29.5	27.1	29.1	30.1	31.5	36.1	32.0	35.3
Other Disappearance	3.0	2.9	2.3	2.8	2.5	2.2	4.4	3.6
Total Disappearance	32.5	30.0	32.7	32.9	34.0	38.3	36.4	38.9
Number End of Year	95.5	90.5	84.2	80.3	78.3	78.1	81.2	82.4

*Estimates.

TABLE 4: BALANCE SHEET OF SHEEP NUMBERS, 1942-52

Year	Jan. 1 Total Number	Lamb Crop	Total "Supply"	Slaughter Fed. Insp.	Slaughter Other	Other Disappearance	Number End of Year
				—Million Head—			
1942	56.2	32.3	88.5	21.6	4.0	7.8	55.1
1943	55.1	30.9	86.0	23.4	3.7	8.1	50.8
1944	50.8	28.6	79.4	21.9	3.5	7.5	46.5
1945	46.5	27.0	73.5	21.2	3.4	6.5	42.4
1946	42.4	24.5	66.9	19.9	2.9	6.3	37.8
1947	37.8	22.1	59.9	16.7	2.1	6.3	34.8
1948	34.8	20.0	54.8	15.3	2.2	5.6	31.7
1949	31.7	18.8	50.5	12.1	1.8	5.9	30.7
1950	30.7	18.5	49.2	11.7	1.6	4.4	31.5
1951*	31.5	18.8	50.3	10.0	1.5	4.8	34.0
1952*	34.0	19.5	53.5	10.7	1.8	5.0	36.0

Source of Data: Bureau of Agricultural Economics, USDA.
*AMI estimate.

supply of beef type calves for slaughter.

In Chart 4 are the USDA figures on marketings of beef steers at three major markets (Sioux City, Omaha and Chicago) for this year and last. You'll notice from the top two lines that supplies of choice and prime steers were below last year during August. This trend has continued during the first half of September. And with the nine per cent reduction in Corn Belt cattle feeding operations on July 1, it seems likely that marketings of well finished cattle will continue below a year ago for the balance of the fall period. Some improvement in supplies of these kinds of cattle may be noted by December, but the increase in cattle going into the Corn Belt this fall probably will not occur until after the first of the year.

The trend in the production of cow beef for the past 4½ years is shown in Chart 5. The dotted line in this chart shows two things: (1) The broad seasonal swings in this type of beef which occurs each year, and (2) The marked decline in the total output of cow beef since 1947. This reduction is related, of course, to the holding back of breeding stock which has accompanied the build-up in cattle numbers since 1947. If the overall cattle situation develops as we have discussed it here, I think you can look forward to more abundant supplies of processing beef in late 1952, with a further build up in the following two or three years.

Sheep Business Picking Up

Let's turn now to sheep and lambs, in Table 4. The significant point here is that the prolonged decline in lamb production appears finally to have been reversed. You all know, I think, that this country was going out of the sheep business at an alarming rate. In the eight years, 1942 through 1949, we reduced our sheep population by over 40 per cent. However, sheep numbers showed a small increase on January 1, 1951, and this year's lamb crop was larger than that of a year earlier for the first time in 10 years.

Unfavorable weather reduced the Texas lamb crop, but a five per cent increase over last year in other regions resulted in a small gain in the total U. S. crop. On the basis of the production and marketing figures thus far in 1951, it appears that sheep numbers will show an increase on January 1, 1952, of perhaps 2,000,000 or 3,000,000 head. And this, together with what seems to be considerable interest in sheep and wool production, probably is the forerunner of further increases in sheep production in the several years ahead.

That, then, is the outlook, so far as we can see it, species by species. Boiling this down in terms of the total meat supply, it seems to us that the picture for 1952 is about this: Despite uncertainties facing farmers, a potential increase in meat production is in prospect for next year. As shown by the figures on the next page, beef production in 1952 may show an increase of around four or five per cent. A similar gain in pork output also seems reasonable. Increases in veal and lamb also are possible. And in terms of total meat, we can look forward to a combined production of somewhere around 23.7 billion pounds, which would be an increase of 1,000,000,000 pounds, or five per cent, over the 1951 figure.

Barring a serious outbreak in hostilities, military requirements in 1952 are not expected to differ greatly from the estimated 1.2 billion pounds which were required during the current year. This represents only five per cent of the total meat supply, compared with the approximately 25 per cent which was required for the war effort during 1943 and 1944.

After allowing for military requirements, and some further increase in population, supplies of meat for domestic consumption in 1952 are tentatively figured at about 146 lbs. per capita. This compares with approximately 144 lbs. in each of the preceding three years.

As a final item, I think this group may be interested in looking at the trend in sausage and canned meat production as a share of the total meat output. As shown by Chart 6, the 1951 production of sausage under federal inspection is expected to total approximately 1.7 billion pounds. This will represent about 12½ per cent of the total meat produced in MID plants, compared with an average of only a little over nine per cent in the immediate prewar years. And, as is well known, the canned meat industry also has added greatly to its share of the total meat market during the past 15 years.

You folks in the meat business know that these increases don't just happen.

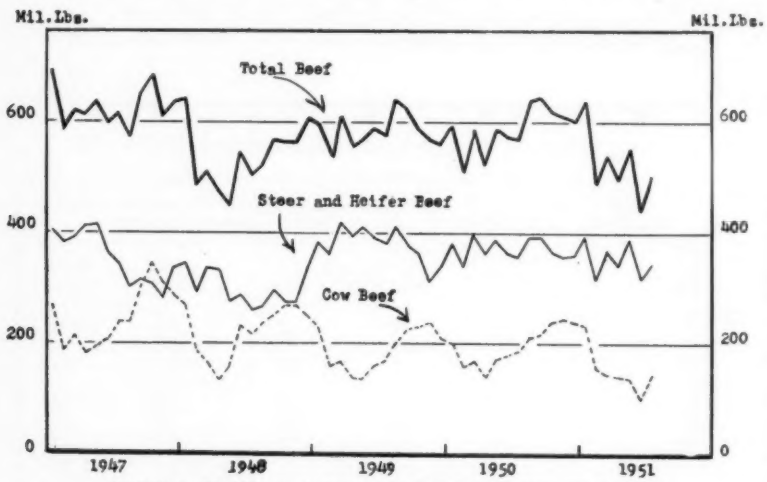


CHART 5: SEASONAL VARIATIONS IN BEEF OUTPUT, BY CLASSES

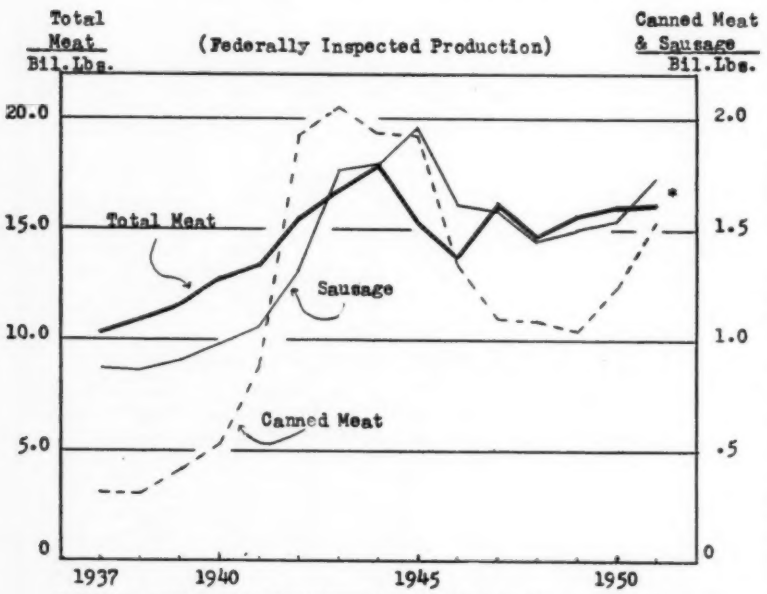


CHART 6: SAUSAGE AND CANNED MEAT PRODUCTION HAVE INCREASED IN RELATION TO TOTAL MEAT OUTPUT

They come about only by diligent effort over a period of years to improve your product and your merchandising. Even though these gains may appear small in terms of the cold figures, you and I know that they represent real accomplishments for which you deserve sincere congratulations. I'm sure you will hear more on this particular point by the speaker who is to follow.

In conclusion, let me summarize briefly the points which I have tried to make here during the past few minutes. They are these:

1. We have enough feed further to increase our output of livestock and meat in 1952. But production of feed crops should be expanded in subsequent years in order that livestock numbers may keep pace with the expected growth in our human population.

2. Hog production has expanded for five successive years. A further gain in 1952 is considered likely.

3. Federally inspected hog slaughter in the 12 months beginning in August is expected to exceed last year by about six per cent.

4. Cattle numbers will increase by about 6,000,000 head during the current year, raising the Jan. 1, 1952 figure to about 90,000,000 head. An increase in cattle slaughter and a further increase in cattle numbers—both are expected during the coming year.

5. Although the number of cattle going into the Corn Belt this fall will be larger than a year ago, the resulting increase in fed-cattle marketings probably will not show up until after the first of the year.

6. After a prolonged decline, which lowered the country's sheep population by over 40 per cent, sheep and lamb production has increased during the current year. Further increases in subsequent years are in prospect.

TABLE 5: ESTIMATED TOTAL LIVESTOCK SLAUGHTER AND MEAT PRODUCTION 1952 WITH COMPARISONS

Item	1952 Estimate Number	Per Cent Change From 1951	Per Cent Change From 1950	1951 Prelim.	1950
			—Million Head—		
Total Slaughter					
Cattle	18,500	+ 5%	— 1%	17,700	18,642
Calves	11,000	+17	+ 5	9,400	10,435
Sheep and Lambs	12,500	+ 9	— 6	11,500	13,294
Hogs	90,000	+ 3	+13	87,000	79,488
			—Million Pounds—		
Total Meat Production					
Beef	9,625	+ 4	+ 1	9,225	9,543
Veal	1,250	+14	+ 3	1,100	1,216
Lamb & Mutton	575	+ 9	— 4	525	599
Pork (excl. Lard)	12,250	+ 4	+14	11,800	10,751
Total	23,700	+ 5	+ 7	22,650	22,109

Source: Based upon official reports of the United States Department of Agriculture. Figures for 1951 and 1952 are preliminary estimates of the American Meat Institute.

TABLE 6: TOTAL U.S. MEAT PRODUCTION AND DISTRIBUTION 1941-52

Year	Total U.S. Meat Production	Total Meat Distribution[1] Lease & Export	Armed Forces	Domestic Consumers	Population Armed Forces	Domestic Consumers[2]	Per Capita Civilian Consumption
		—Million Pounds—			—Million—		—Pounds—
1941	19,569	620	448	18,934	1.7	132.6	143
1942	21,912	1,680	1,962	18,451	3.7	132.3	139
1943	24,482	2,456	3,213	18,921	9.1	129.6	146
1944	25,178	1,593	4,278	19,827	11.5	129.2	153
1945	23,687	1,295	3,569	18,737	12.1	129.8	144
1949	21,710	136	480	21,378	1.4	148.6	144
1950	22,109	136	620	21,710	1.5	151.1	144
1951*	22,650	100	1,200	21,850	3.5	151.8	144
1952*	23,700	100	1,400	22,500	4.0	154.0	146

Source: Based upon official reports of the USDA, although figures for 1951 and 1952 are estimates of the American Meat Institute.
[1]Figures do not add to total production, due chiefly to changes in stocks and imports which are not shown.
[2]Includes some military personnel eating out of civilian supplies.
*Preliminary.

7. Despite many uncertainties facing farmers in 1952, a potential increase in meat supplies of around five per cent is expected for the coming year. Per capita consumption of meat in 1952 tentatively is estimated at 146 lbs., as against 144 lbs. in each of the several preceding years.

8. The sausage branch of the meat industry deserves much credit for the improvements in production and merchandising which have raised its percentage of the total meat supply by a substantial degree during the past 15 years.

CHAIRMAN JONES: Walter E. Fitzgibbon, our next speaker, is the director of meat merchandising of the Kroger Co. In his talk, "Sausage and People," Mr. Fitzgibbon will show us what role sausage has played in balancing the seasonal variations in the supply of fresh meats and to what extent the quality of sausage has improved.

What Self-Service Can Do

FITZGIBBON

MY purpose is to bring you a message designed to reveal some facts not generally realized about sausage merchandising, to bring about plans for increasing sausage consumption, and to develop a better understanding of what people want and expect to find when buying sausage.

No doubt many of you have wondered why I selected "Sausage and People" as the title for this address. The reason is simply this: I am going to talk to you as manufacturers and processors of sausage. I am going to talk about Kroger and many other retailers. I am going to talk about the typical American shopper in our trade area. She, in my opinion, is the final authority and should be considered first when making decisions in our daily operations. These are reasons for choosing my title "Sausage and People."

However, my subject might well be called "Your Character Is Showing" or "Sausage—Your Honor System" because nothing reflects the true character of a processor more than the sausage he makes. A company that uses quality ingredients in its sausage goes a long way in establishing the quality of its other products. Retailers as well as consumers have come to recognize this. Yes, your character is reflected in the quality of the sausage you make. It is truly your honor system—our honor system, as well.

Sausage making as we know it today was developed in the old country many years ago by skilled tradesmen, who spared no effort to perfect their formulas. Many of the original kinds remain with us today, and they find ready acceptance with new generations.

Sausage has struggled dramatically to keep pace with mankind's appetite, fighting valiantly to hold its own in competition with other meat items. I believe everyone here will agree with the statement that sausage is in competition with many other meat items used for lunches, picnics, and other types of meals. I believe you will agree that seafood and poultry also offer stiff competition to sausage.

In addition, we must not overlook the fact that the cereal, fruit, and vegetable people are taking advantage of the opportunity to sell their products in preference to other items for breakfast, lunch, and in-between meals. In this fight there are some who are willing to sacrifice quality in sausage. These people are junking the formulas of the master craftsmen in order to achieve a cost low enough to make sausage a price item. They think this is the way to progress! On the other hand, quality remains the standard for many manufacturers and retailers who are most successful in their fields.

The use of the undesirable, though edible parts of the animal in sausage, makes it difficult to distinguish between

a high and low grade product when finished. Therein lies the great danger, because the consumer, being forced to rely largely on her sense of sight to guide her purchases, often cannot detect inferior quality until after the sausage has been purchased and served.

Then, if the product is undesirable, the customer in most cases will not return to the retailer who sold it to her. Therefore, it is of prime importance that the retailer knows what his customers want, whether it's clothing, home furnishing, food or, yes, even sausage.

To learn the likes and dislikes of our customers, The Kroger Co., through the Kroger Food Foundation, has set up a Homemakers Reference Committee of 750 homemakers throughout our trade area. Whenever we have a product problem, we go out and ask the opinion of these homemakers. They are the average housewives of America, and from here on I will refer to these housewives collectively as Mrs. Smith. We went out and asked Mrs. Smith about sausage—what she liked about it and what she didn't like about it. Here is what we found out:

1. She is quality conscious rather than price conscious. A recent survey asked the question: "Assume you are buying weiners and have a choice between two products. One sells for 59c a pound and the other for 53c. The 59c per pound appears to be of better quality. Which would you buy?" Ninety-five per cent of the Mrs. Smiths interviewed preferred quality over price.

2. She wants good flavor, good color and good texture. In addition, she wants pork sausage that is lean; she wants bologna that is lean, moist and with no gristle; she wants weiners and frankfurters lean and moist; she wants ham sausage lean with some fat. On the other hand, there are things she does not want in sausage.

3. She wants variety; and she wants a well-stocked, eye-appealing display in a clean store. She wants friendly, helpful suggestions on preparation plus more knowledge of the product itself. Yes, she does like sausage—good sausage. When we asked her how often she serves sausage, here's what we found out. (See table above.)

As you can readily see, Mrs. Smith does like sausage. Weiners, frankfurters, bologna, and fresh pork sausage are the leaders in the group. This study also indicates that she needs more knowledge about ham sausage, leona, smoked mett, bratwurst, fresh mett, and many other less familiar items.

The American Meat Institute is doing a splendid job along this line in its institutional advertising and special promotions. The casing companies and packers are also aiding with timely promotions. But this is not enough. We need more consumer educational material. Menus, for example, giving taste-tempting recipes with sausages as the main dish.

Using the results of our findings about Mrs. Smith's sausage likes and dislikes, we immediately started to analyze the sausage tonnage and mark-up figures of our own company. And here's what we found. Quality sausage pays off. Branch "A" sells quality sausage, and his sausage tonnage represents 17.4 per cent of his total meat tonnage. Branch "B" sells price sausage and his sausage tonnage is only 9.8 per cent of his total meat tonnage. There is 7c per pound difference in cost, Branch "B's" cost being 7c under Branch "A". Branch "A" has 1.8c per lb. more markup.

These two branches are in identical trade areas, mostly agricultural. Each branch contains approximately the same number of industrial cities. As a result, our merchandising department went out with a strong quality program for sausage, not just for one week, four weeks, or two months, but for 52 weeks a year.

Our experience in self-service meat too, proved to us that Mrs. Smith would buy sausage—pre-packaged sausage. In fact, the sales were so phenomenal in our first few units, that we immediately put in supplementary self-service meat cases where we had space available in our service markets. And we started promoting sausage items in these cases. A study of the U. S. Department of Agriculture bears out our findings.

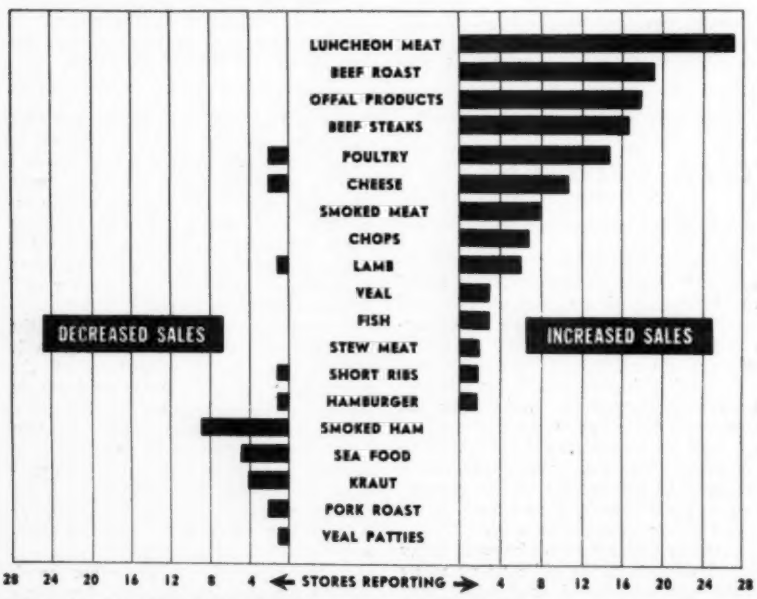
You can readily see that sausage and people are very closely related: the people who produce sausage, the retailers who sell it, and the Mrs. Smiths who consume it. We believe you, as manufacturers and producers of sausage, are responsible to us for quality,

SHE LIKES SAUSAGE

SAUSAGE TYPE	SERVES FREQUENTLY	OCCASIONALLY	SELDOM
WEINERS	53.0%	38.0%	9.0%
FRANKFURTERS	46.6	42.2	11.2
BOLOGNA	35.8	39.3	24.9
LIVER SAUSAGE	35.4	45.3	19.3
PORK LINKS	34.0	54.2	11.8
HAM SAUSAGE	23.4	38.9	37.7
LEONA SAUSAGE	23.2	34.7	42.1
SMOKED METT	14.1	46.1	39.8
BOCKWURST	13.9	35.8	51.3
FRESH METT	14.1	46.1	39.8
ALL TYPES	35.8	42.5	21.7

QUALITY PAYS OFF

	% TO TOTAL MEAT SALES	COST	MARK UP
Branch "A"	17.4%	.539 lb.	.118 lb.
Branch "B"	9.8%	.469 lb.	.100 lb.
Difference	7.6%	.070 lb.	.018 lb.
Company Average	13.5%	.515 lb.	.115 lb.



NOTE: EVERY MARKET REPORTING IN THIS SURVEY SHOWED *SALES INCREASES* WHEN LUNCH MEATS WERE *PRE-PACKAGED.*

This chart shows items on which increased sales were made and items which decreased when self-service cases were installed.

uniformity, value and variety. We, in turn, as retailers are responsible to Mrs. Smith for friendliness, freshness, cleanliness and convenience.

So you see, it's really a matter of three-way cooperation between the packer, sausage maker, and the retailer to persuade Mrs. Smith to buy more sausage.

I know you will agree with me that whether it is

A weiner at the ball game
tasting like it should
or bologna with a glass o' beer
—the Smiths will want it good!

CHAIRMAN JONES: We are fortunate to have as our last presentation, a four-act play, which will graphically demonstrate the right and wrong ways to build customer and retailer good will. This play is the result of testing consumer attitudes and the experience of merchandising men. Gentlemen, may I present, in review, "The Return of Hermann Wurstmann."

HERMANN WURSTMANN, the stolid sausage man with the heavy German accent, returned from yesteryear for a few brief moments to see what makes a modern sausage kitchen operate.

He appeared at the sausage and merchandising section meeting on Saturday morning before hundreds of meat packers, many of whom recalled other Hermanns they had known and, in a few instances, may have been themselves.

Hermann was the main character in a play named after him. This drama portrayed the right and wrong way to build good will of retailers and consumers. You might say that Hermann's real role was one of character. His basic qualities of honesty and his insistence on making a quality product were projected into the sausage kitchen of today.

With a backdrop of organ music, the play opened in a modern homemaker's living room. Mother and daughter were engaged in conversation about sausage and the young girl mentioned some interesting facts about the food value she had learned at school. Unaware of these benefits, the mother agreed to let her girl shop for sausage and to help plan meat meals.

THESPIANS HOLD the spotlight in the fourth scene of "The Return of Hermann Wurstmann." Here, the company president drops in for a brief visit to the retailer. The sales manager advises young girl what to look for in buying sausage: Flavor, good color and texture.

The scene then rolled back many years and into Hermann Wurstmann's old sausage kitchen. Outside of his attention to making a quality product and giving his customers more than the price he required, Hermann's main preoccupation seemed to be the waywardness of his son as a sausage maker.

Time moved ahead to 1951, and Hermann again, but only this time it was Hermann's son. He appeared in a different character than his father might have imagined. Nattily attired in a business suit, Hermann II directed the affairs of his modern kitchen from a smartly appointed office.

To tie these three scenes together, the action shifted to a modern market where mother and daughter were shopping. While they selected their purchases, a "high-pressure" salesman attempted to sell his meats line to the store owner but was flatly turned down. Purely by coincidence, of couse, Hermann II, his sales manager and his route salesman all wandered into the butcher shop. The sales manager turned the young girl into a firm sausage devotee by telling her what to look for when buying the product; the salesman took an order from the butcher and the sales manager then explained the strategy of a new promotion campaign to boost Wurstmann products.

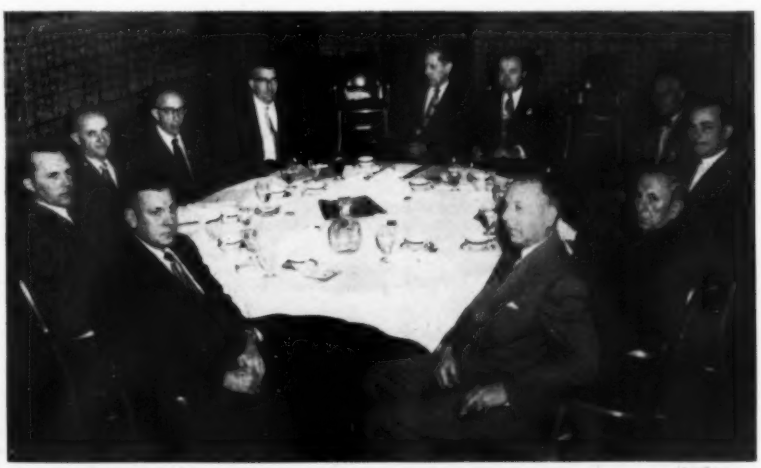
FIRST SCENE in the production of "The Return of Hermann Wurstmann" in which mother and daughter discuss meat values. Progressive daughter has just informed mother that franks have same quality protein as steak.

Other details were injected into the play, such as Hermann II finding the answer to a bothersome sausage problem via long distance phone to the Institute in Chicago, and his refusal to deal with a salesman who sold ingredients that would boost profits but impair quality.

The play ended with old Hermann, still dressed in his white frock and black derby, viewing with wonderment and apparent approval the appetizing display of sausage in a modern showcase.

Times have changed since old Hermann's day, but real quality hasn't. The obvious moral of utilizing all the scientific means of producing meat products, of modern promotion to sell them and of public relations to inform the public of meat benefits were all brought out in catchy dialogue and swiftly changing scenes. Hermann Wurstmann may never return again, but his ideals should live on.

Roles were portrayed by professional actors and AMI personnel.



MAN'S BEST FRIEND and his well-being were among the items under discussion at the dog food committee breakfast held Monday in room eight of the Palmer House.

Accounting Section

R. A. HOFFMAN

T. G. REDMAN

D. V. SAVIDGE

THE accounting section meeting convened at 10 a.m. on Saturday, September 22, with W. W. McCallum, vice president and treasurer, Oscar Mayer & Co., presiding.

CHAIRMAN McCALLUM: Leading off our parade of speakers this morning, Raymond A. Hoffman, partner, Price Waterhouse & Co., will review excess profit and federal income taxes and their relationship to industry problems. I now introduce Mr. Hoffman.

IT should be recognized by this time that federal taxes on income are a permanent part of the revenue structure and something that business will have to live with. Government's participation in the fruits of business will vary from time to time, but it is certain to be a substantial factor. If the question of how to live with taxes were reduced to a formula, the answer would be somewhat as follows:

(a) Know what the law says and how it is being interpreted.

(b) Recommend statutory changes which will result in a sound tax program.

(c) Support efforts to eliminate unnecessary governmental expenditures.

The first of the three parts of this formula has received considerable attention and is emphasized not only in business practice but in general conversation because of the comparative ease of doing something about it. From the long-range point of view, the latter two points are of equal significance.

The question of whether a particular taxpayer for federal income tax purposes might elect to adopt the last-in, first-out method of inventory valuation is comparatively simple. If for the year covered by the tax return, the financial statements have been issued on a basis of determining income under any other method of accounting, the company has not met the first statutory requirement.

Several members of the meat packing industry have adopted the last-in, first-out method. The almost universal practice is to follow the provisions of the regulations limiting the method to that portion of the inventory which represents the cost of the basic product. With continuing inflation and high tax rates, the possibility of expanding the application of LIFO should be carefully considered.

It is true that, as of any year, it can be elected to apply the LIFO method to items in the inventory not covered by prior elections. It is not clear whether a taxpayer, who has elected to value the material content of an inventory under the LIFO method, can later elect to extend the election to cover processing costs.

Much thought has been given to this by both taxpayer groups and treasury department representatives, but the answers are not all available. Publication of an official mimeograph is expected. It is too much to hope that this ruling will answer all of the problems faced by taxpayers, but, since it has been under consideration for an extended period, it should be helpful.

Let us say that the taxpayer originally elected to apply the LIFO method to the total inventory value of a particular class of product. Later he agrees with the Treasury Department representatives to limit the application of LIFO to material content and to evaluate processing costs under the LIFO cost-or-market method. In this case, it would be equitable to permit the taxpayer to recast all of his inventories by applying the dollar value principle to the LIFO computation for the total of the inventories.

It is possible that the dollar value principle would permit the inclusion of all pork products in one group, thus reducing the number of groups in which there might be liquidations. As a practical matter, however, even if the statute of limitations does not preclude a readjustment of taxes, the Treasury Department may not permit such a recasting. Other taxpayers, who were influenced by the originally agreed-upon basis for applying LIFO and who made the election only with respect to the material content, might feel that they had been inequitably treated. It also should be recognized that the meat packing industry is in the same position as the retailer, in that varying degrees of benefits are being derived from the LIFO method.

In spite of the fact that some technicians have found it difficult to recognize processing costs as a special inventory group, the LIFO method should be carefully considered in processing costs. Some of the factors to weigh, however, are the consequences of a detailed probing of the items of cost to be included for inventory purposes; and how to meet the argument that the statute refers to inventorying "goods" under the LIFO method, while processing costs, if separated from the material content of the inventory, cannot readily be recognized as "goods."

If a taxpayer should decide to extend the LIFO method to his inventories, a number of courses of action could be pursued without waiving any rights to the most advantageous position. Steps should be taken to protect the rights to alternatives. In the first place, the scope of the taxpayer's original statement of election of the LIFO method should be considered.

Subject to the status of agreements extending the statute of limitations and the taxpayer's willingness to forego any refunds for statute-barred years, it might be possible to have all of the LIFO determinations adjusted to the basis of applying the dollar value principle to the total inventories covered by the initial election. Another

alternative has particular advantage to the taxpayer who has been unable to replace the inventories involuntarily liquidated. This is to restate the inventories on the basis of the dollar value principle and reduce the number of LIFO groups, beginning with the earliest year not presently statute-barred.

Other alternatives which should be carefully studied include an election in the tax return of the current year to extend the LIFO method to a larger portion of the inventory. This, of course, means using the LIFO method on the extended basis, in determining income for financial statement purposes this year.

Another alternative is to apply for permission to change from a material content method to a method which would recognize the dollar value principle, beginning with the 1952 fiscal year. Such an application must be filed within the first 90 days of the year. If the change in LIFO method is granted solely on the grounds of such an application, it is not effective for the current or prior years.

Enumeration of these various alternatives indicates the uncertain status of the ultimate position of the Treasury Department representatives. If several courses of action are pursued concurrently, there should be a clear statement that such action is purely a precaution against the possibility that an adverse decision may be reached on the principal contention advanced by the taxpayer.

It has been argued frequently that LIFO taxpayers should be allowed to reduce their inventories to market as of the close of a taxable year, if the market value is then lower than the LIFO inventory cost. This argument has the merit of attempting to achieve greater uniformity and equity among taxpayers with similar items of merchandise in their inventories. But conplete equality is impossible, and it seems to be a departure from the basic life principle which is difficult to justify. So far as we know now, this point never has been included in a revenue bill.

A statutory amendment affecting LIFO taxpayers is in the potential stage at the present time but the effect may be somewhat limited. The revenue bill of 1951 as redrafted by the Senate Finance committee, has been commonly reported as containing a provision which would treat replacements of LIFO inventories involuntarily liquidated as replacements of the earliest liquidated portions, rather than of the part last liquidated. This type of statement, based upon public press releases, commonly creates an erroneous impression.

That may be the case here. From the limited study of the bill possible up to this time, it appears that this is the only exception. If a replacement is made in a taxable year ending after June 30, 1950, and prior to January 1, 1953, it will be considered a replacement of an involuntary liquidation oc-

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curring during the World War II period, before it is considered a replacement of an involuntary liquidation occurring during the present emergency. There is no similar provision in the House bill, and the Senate bill provides that this amendment shall be applicable only with respect to taxable years ending after June 30, 1950.

Abnormal Losses

Accountants will admit that it is difficult to recast an income statement to permit an intelligent classification of items which will conform with the federal income tax return blank. It is not too difficult to identify the items which might be treated differently for income tax purposes than for purposes of financial statements. It is quite another matter, though, to determine what items should be deducted from sales in arriving at gross income, and what items should be treated as deductions from gross income in arriving at net income.

It is commonly assumed that the classification for the purpose of the income tax form is immaterial, but, upon review of a corporate income tax return, careful attention should be given to the treatment of items of abnormal deductions. Among items often classified in a manner which will not produce the most desirable ultimate tax result are losses on purchase commitments, and losses attributable to the destruction of inventory by flood or fire.

Although the statute specifically states that such items are to be taken into account as deductions from gross income, they sometimes are thrown in with the cost of doing business and of effecting sales made during the period. It cannot be foretold in the year of the deduction what may be the tax consequences of classifying deductions as items entering into the determination of gross income. Some taxpayers, however, have lived to regret that they did not follow the principle of treating every item in the technically correct way. This is particularly true where the item of loss occurs during what is later chosen by Congress as a base period year for excess profits tax purposes.

Involuntary Conversions

Even though the statute provides for the adjustment of abnormal deductions, Treasury Department representatives have been slow to recognize an adjustment for an abnormal deduction if the item originally was treated as a factor in the determination of cost of sales and gross income. This problem has come up frequently on purchase commitments losses. This year, of course, careful attention should be given to losses resulting from the flood in Kansas City and other points, when figuring out federal income tax returns.

Although it is understood that little insurance recovery will be had from the flood damage, mention of the property damage caused by the flood in Kansas City brings to mind other tax consequences of property damage caused by fire and the involuntary conversion of property into insurance proceeds. For a number of years the statute has said that no gain shall be recognized if property is involuntarily converted into money expended for other property which is similar or is related in service or use to the property which is so converted.

The statutory language has been interpreted very literally. Gain has been recognized when the property was replaced before collection of the insurance proceeds, with the insurance used to repay a loan or to replenish working capital used in the replacement.

The inequity of such a literal interpretation of the statute has been recognized and an amendment to the statute is pending, which may reasonably be expected to be enacted. This amendment eliminates the requirement of precise identification of funds used to replace the property condemned or destroyed in whole or in part by fire.

This is one of many examples showing that Congress will amend the law where it can be proved that the statute is being interpreted in a manner causing inequitable consequences.

Attention has been given in recent years, and continuous vigilance is required, in connection with recognition of union contracts providing for vacation pay. There is a great variety of wording in the employes' agreements. As important as the wording itself is the question of interpretation in practice, for this may have an effect on the corporate tax return.

Various members of the meat packing industry have found that their industrial relations departments have entered into contracts providing for vacation pay to employes, creating a liability for which there is a legal accrual at the end of the taxable year. The amount of this liability may vary from a guaranteed few days for the majority of employes, or a full year's accrual for a few employes who have passed another anniversary of their employment date since last taking their vacation, to a liability equivalent to the full cost of a vacation for the entire plant.

Members of accounting and tax departments hestitate to insist on reviewing agreements made by industrial relations experts and union representatives. However, if the company has any contract, the tax significance must be considered, even though, from the standpoint of accounting statements, the technically accrued liability may be overlooked on the theory that, on a going-concern basis, the income for the year is correctly stated.

This going-concern viewpoint has some tax significance. It has been held that, where a company consistently takes a deduction for vacation pay only as disbursed, the technical accrual of the liability can be overlooked, if there is some substantial condition which might arise after the end of the year to extinguish the employer's obligation to pay for a vacation. This is an indication of a softening by the commissioner of the general principle that technically accrued liabilities must be recognized for income tax purposes in the year of accrual and no other.

Contributions

In general, at the time of reviewing a return, the possible tax benefits from contributions are pretty well fixed. It is significant however, that the statute provides for an exception to the general rule that contributions are allowable in the year in which paid. Now a contribution may be included if it has been authorized prior to the end of the year and is paid within approximately 75 days after the close of the year.

In a recent decision, the tax court has held invalid the regulations which

THESE SMILING faces greeted conventioneers from behind the registration desk in the lobby. The American Meat Institute staff handled registration procedures so efficiently there was only a minimum of waiting in line.

NTERCEPTED ON THEIR way to the general session talks, these packers pause for the cameraman. They are, left to right: F. Danahy Georger, general manager, R. B. West Co., Buffalo; A. J. Danahy, general manager; Wm. J. Van Valkenberg, comptroller, both of Danahy Packing Co., Buffalo; Bill Reece, American Meat Institute; S. Edgar Danahy, chairman of board, Danahy Packing Co., and Lynn Harrell, American Meat Institute.

require that such a contribution be authorized in writing. Of even greater importance is that recognizing the accrual of a contribution is a matter for a taxpayer's election. If it is believed that the tax rate will be higher in the year of payment than the year of authorization, the amount of accrued liability should not be taken as a deduction for tax purposes until the year of payment.

At the present time, everyone hears a great deal of comment regarding the benefits which may be derived by business through the making of contributions, in a year of high income and high tax rates, up to the maximum amount allowable as a deduction for federal income tax purposes. Even though a company can disburse five per cent of its net income to charitable and educational organizations, qualifying the payments as deductible contributions, and reducing the federal income tax by 82 per cent of the amount of such contributions, careful judgment should be exercised to determine whether the business would benefit by an expenditure of these 18-cent dollars.

Acquiring Another's Business

From the standpoint of the responsibility of corporate officers to the shareholders, any contribution should result in benefits to the business. These beneficial results may be in the form of reduced demands in subsequent years for similar contributions (such as might be the case if a building program of a community hospital were accelerated) or in the form of educational research in the field of the company's principal activities.

The tax importance of considering alternative methods of acquiring another business is illustrated by an example which is really simple when compared to the almost unlimited number of factors present in an actual case. The management of Corporation A decided it would be wise to purchase the capital stock of Corporation B and immediately to merge the two companies. Both corporations were paying excess profits tax, and the excess profits credit of Corporation B was in excess of 12 per cent of the amount which Corporation A was to pay for the capital stock.

An analysis from a federal income tax viewpoint demonstrated that in the absence of other considerations, it would be advisable for Corporation B to be continued as a subsidiary rather than being a party to a merger.

If the corporations were merged, the excess profits credit of Corporation A would not be increased, but the income subject to the 30 per cent excess profits tax would be determined by comparing such credit with the income from the merged operations. By contrast, if Corporation B were retained as a subsidiary, the aggregate taxable income of the two corporations would exceed that of the merged companies by the amount which might be included in the parent company's income on account of intercorporate dividends.

Tax benefits which would be derived from the maintenance of the separate corporations by reason of the two excess profits credits and the second $25,000 surtax exemption, however, would more than offset the tax on the intercorporate dividends. Although retention of the investment in the subsidiary would reduce the excess profits credit of the parent company by 12 per cent of the investment in the stock of the subsidiary, the aggregate excess profits credit of the two separate corporations would be greater than if the merger transaction were carried out, because the credit of the subsidiary exceeded 12 per cent of the parent company's investment.

In tax planning, it is recognized that ultimate results can seldom be foretold. The benefit of an additional excess profits credit is dependent upon continuation of the same tax structure, and the benefit of the additional surtax exemption is even now threatened by proposals to allow only one exemption for related corporations. Regardless of the uncertain amount of the ultimate tax benefits, in the case described in simplified terms, there were no substantial obvious operating benefits from a merger, so that the tax consequences governed the decision.

Conclusion

For the most part, the foregoing comments have dealt with the question of knowing what the law provides and how it is being interpreted. Presumably, anybody can read the language of the Internal Revenue Code—the important thing is to know what meaning has been given to the words. An interesting example of how at least one court has interpreted a tax statute in a practical manner to accomplish a just result is a recent decision by a Wisconsin state court, holding in favor of a large company.

The corporation paid the privilege dividend tax, which amounted to about $90,000, as an alternative to withholding the tax from its shareholders at the rate of one cent to six cents each, which would have required the company to incur expenses aggregating in excess of $100,000. The $90,000 was deducted by the corporation in its state income tax return, but the deduction was disallowed. The court did the unusual and applied commonsense, in holding that, if the corporation had withheld the tax, it could have deducted the expense of withholding, and that, by paying the tax itself and taking a smaller deduction, the company actually saved money for the state.

This court held that the state could not complain, since the corporation left more income subject to tax rather than less income, even though it has been held on a technical basis that the Wisconsin privilege dividend tax is imposed on the shareholders and thus is not generally deductible in computing net income of the corporation. Whether or not the federal courts will follow a similar commonsense view is a matter of pure speculation at the present time.

Knowing the law is only a part of the broader scope of a businessman's participation in the federal tax program. Businessmen are in a position, through their industry associations and other groups, to advise the lawmakers as to what type of statute will produce an equitable result for business in general. No attempt should be made from a purely selfish standpoint to reduce the tax burden of special industries, unless there is justification from the standpoint of the welfare of the entire nation.

Business groups should not hesitate, however, to speak out on broad general principles. An example of a current statement which might be appropriate would concern the inequity of

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retroactive legislation increasing the tax on business income. The currently pending revenue bill contemplates that the increase in rates will be retroactive to April 1 and possibly January 1, 1951.

This may not result in hardship to a company which computes its income and files a tax return on the basis of a calendar year, but certainly a statute passed in September should not be allowed to increase the tax on income for taxable years which have ended prior to the date of the enactment of the statute. In many cases, the company may have determined its dividend-paying policy, released its financial statements, and actually paid its tax in advance of such retroactive legislation.

It should be restated that knowing the tax law and advising the law makers of what an equitable tax structure is, constitutes only part of the businessman's responsibility in living with taxes. It is perhaps even more important to exercise vigilance in eliminating all unnecessary governmental expenditures.

Although this field is definitely a project for special study, it seems obvious that much can be done through business not requesting or favoring any broadening of governmental functions justified from the standpoint of general welfare, and being helpful in seeing that all governmental functions are conducted with maximum economy.

CHAIRMAN McCALLUM: "Cutting Down Red Tape" will be the subject of our next speaker, T. G. Redman, assistant comptroller, of Swift & Co. Mr. Redman will report on the effort of the Meat Advisory Committee to the Council on Federal Reports to reduce the huge volume of governmental reports placed upon our industry. We will now hear from Mr. Redman.

Less Red Tape

REDMAN

IT IS a pleasure to talk to you gentlemen about the activities of the Committee on Meat Packing of the Advisory Council on Federal Reports both in eliminating some of the unnecessary red tape in reports and in advising some of the government agencies.

First, I would like to tell you about the Advisory Council on Federal Reports. The council was formed in 1942 at the request of the U. S. Bureau of the Budget; its purpose being to provide the budget bureau with the counsel of those who are familiar with the problems of governmental requests for information and also with the problems of industry.

It is an unbiased agency composed of 19 members, two appointed by each of its seven sponsors and five selected on the basis of personal qualifications to represent business at large. It is financed entirely by voluntary contributions from business and industry associations.

I do not think there has been as much awareness as is desirable of the effective work done by the council and the opportunity that is available through its committees for relief from onerous reporting burdens and improvement in the quality of federal statistics.

The council sponsors many industry committees, which, in the nine years of the council's existence, have made a large contribution to the task of simplifying and improving government questionnaires and have produced very real benefits to the business life of the community. In some cases, substantial economies have resulted, not only to business concerns but also to all taxpayers, because simpler, more efficient, and more dependable federal administrative methods have been made possible.

A provision of the Federal Reports

Item	First Considered	Recommendations and Explanations	Action
O.P.S.			
DO-1 through 5 (Slaughter Controls)	2-6-51	At special meeting, committee pointed out record-keeping burden, inconsistency between forms, and impracticability of weekly slaughter controls.	Recommendations partially accepted.
Manufacturers Price Regulation	3-13-51	At special meeting in Washington, a representative for the committee presented the industry's objections to burdensome record keeping.	Major change in the regulation itself as a result of the facts presented by industry representatives.
DO-2 (Meat Distribution)	4-26-51	Recommended changes in order to reduce record-keeping requirements.	Recommendations accepted.
Surveys—General	6-26-51	Surveys to less than ten companies should name companies surveyed.	O.P.S. has been requested to follow this practice.
C.P.R. No. 23 (Cattle Prices)	6-26-51	Compliance form cannot be completed in five days following end of accounting period.	Changed to ten days.
	6-26-51	Listing of posted stock yards for use in computing permissible cattle costs.	List made available through O.P.S. Regional Offices to all slaughterers.
C.P.R. No. 24 (Beef Prices)		O.P.S. request for industry survey to obtain recommended beef prices by cuts.	Cancelled by Bureau of the Budget.
U.S.D.A. Questionnaires			
L.S. 125 (P. & S. Reports)	10-23-50	Permits use of published financial statements. Show list of posted markets.	Recommendation accepted. List of public markets not available but posted markets are available. Will be sent with L.S. 149.
L.S. 149 (Livestock Slaughter)	10-23-50	Show list of posted markets.	Recommendation accepted.
T.W. 12 (Cold Storage)	1946	Revision of pork items to be comparable with A.M.I. report.	The meat items requested have been agreed to, and the revised form will be effective 1-1-52.
Tankage (No number)	10-23-50	Eliminate question on stocks.	Recommendation accepted.
M.I. 404 (Meat Inspection)	9-29-50	Reporting instructions be written for this form.	Discussion is continuing with MID officials on this subject.
	10-23-50	Separation of production figures on Army canned meats.	Recommendation accepted.
Fats and Oils (No. number)	6-26-51	Proposed survey of fats and oils storage and processing capacity.	This will be appealed by P.M.A. but on a very much reduced scale.
Lard Study		Iowa State College lard study.	Committee reviewed project with I.S.C. representatives.
Bureau of Labor Statistics Prices	10-23-50	To discontinue collection of prices where published market data available.	B.L.S. hopes to use only published market prices for all hides by first of year.
Census Bureau M-17A (Fats and Oils)	10-23-50	Objected to proposed additions to form.	U.S.D.A. given right to form.
M-17J (Margarine)	10-23-50	Revisions in accord with margarine manufacturers' suggestions.	Recommendation accepted.
MC-100 (Census of Manufacturers)	10-23-50	Report reviewed and no revisions needed.	
Schedule B (Exports)	10-23-50	Revision of export classifications.	Recommendations partially accepted.
Miscellaneous Uniform Accounting periods	9-29-50	Individual members to consider—no committee action.	
Committee Review of Defense Questionnaires	9-29-50	Bureau of the Budget to try to give committee fourteen days to consider forms and reporting requirements.	Budget Bureau cooperating with us as far as practicable.
Surveys in General	6-26-51	Supplying unauthorized information discouraged.	

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Act requires that before approval is granted for a new questionnaire the Bureau of the Budget should take into account the impact and burden that would be imposed on business. I would like to stress the word "before" since it would avail business little if its only recourse were to testify in an after-the-fact manner as to the confusion resulting because of the overhasty issuance of ill-considered reporting and record-keeping requirements.

Because federal agencies must clear their information-gathering proposals with the Bureau of the Budget before they may issue them, the bureau, through the advisory council, provides respondents with a protective opportunity to be heard in advance.

The defense effort, with its attendant control regulations, has presented new problems, and the council recommended to the Bureau of the Budget that federal agencies be called upon to refrain from issuing reporting requirements for which no reporting forms were furnished.

This recommendation was based on the sound reasoning that experience has shown the need to test the feasibility of reporting proposals by first incorporating them in report forms and questionnaires. It also reasoned that if proper forms were not drawn up and furnished in a clear and concise manner, each respondent would be compelled, in effect, to draft his own questionnaire, which would be most confusing.

About a year ago, the Committee on Meat Packing was formed to deal with the problems of the meat industry. The members are as follows:

A. C. Bruner, East Tennessee Packing Co., Knoxville; Wm. A. Cook, Wm. Schluderberg-T. J. Kurdle Co., Baltimore; H. M. Eitel, Wilson & Co., Inc., Chicago; C. P. Elsen, The E. Kahn's Sons Company, Cincinnati; A. E. Ericson, Oscar Mayer & Co., Inc., Madison; E. J. Garrity, Geo. A. Hormel & Company, Austin; Joe Gibson, The Rath Packing Company, Waterloo; L. C. Hageman, Luer Packing Co., Los Angeles; R. J. Halbach, The Cudahy Packing Co., Omaha; K. E. Miller, Armour and Company, Chicago; R. E. Nowland, John J. Felin & Co., Inc., Philadelphia; J. F. Dudley Smith, Elilott Packing Company, Duluth; K. R. Woodruff, Hygrade Food Products Corp., Detroit; J. Russell Ives, American Meat Institute, Chicago, Secretary; and T. G. Redman, Swift & Company, Chicago, Chairman.

In all, there are 16 committee members representing both large and small companies, and you will note there is also good geographical diversification.

The committee has had a number of meetings during the past year and recommended changes which would either improve the value of the statistics or eliminate wholly or partly some of the proposed reports. A list of the accomplishments of the committee in this field is shown in the table on page 191.

In connection with the defense mobil-

ization and economic stabilization programs, the committee was requested to consider and advise in regard to the reporting problems presented by the attendant regulations. A number of times during the past year the committee has considered the requirements presented by an order or regulation and has had the opportunity to make constructive suggestions that have resulted in a more realistic approach.

I would like to quote a paragraph from a letter I received from the Bureau of the Budget last week:

"At this time I want to say to you that the Committee on Meat Packing of the Advisory Council on Federal Reports has been especially helpful to the Bureau of the Budget in our review of proposed reporting and record-keeping provisions in regulations to be issued by federal agencies.

"The committee has recommended changes in the kind of reports that must be made and records that must be kept that have materially reduced the burden upon the meat packing industry. The responsible officials of federal agencies now know that the Bureau of the Budget obtains advice of the committee on record keeping and reporting problems; consequently, the officials give much more thought to the minimum records that have to be kept and information that has to be reported. The benefit derived from the work of the committee is much more than the simplification of the reporting and record keeping that the committee recommends for the specific regulations that we ask advice on."

CHAIRMAN McCALLUM: Our next speaker, David V. Savidge, director of programming, Univac Factronic System, Remington Rand, Inc., will detail the methods by which an accountant may have available a continuous record of data in a form which can be processed automatically.

'Reel' Figuring

SAVIDGE

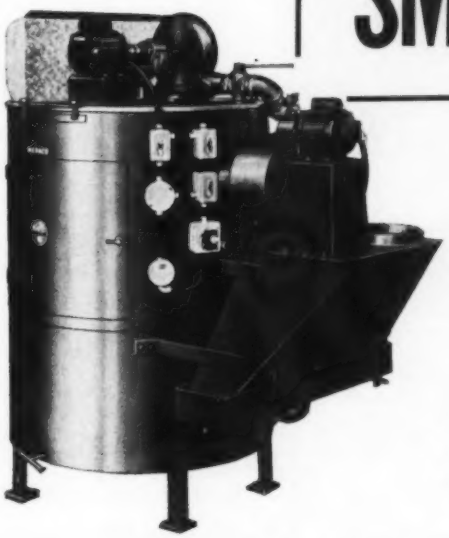
HOW many heads of accounting operations are sure that for every debit in their accounts there is always an equal credit? How many times is it necessary to make an unsupported adjustment to a cost account to make the total distribution agree with the total accounts payable credits?

Why do these conditions exist? Because most systems in use today require too many manual operations. We have mechanized the processes of addition and subtraction, and sorting and matching to some extent, but not entirely.

The processing and packaging of meat is being made automatic wherever practical. No human hands need to touch some products and no human eyes need to see them from the time the material is fed into the machines

(Continued on page 221)

Tipper SMOKER



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- *Improved Color of Product*
- *Automatic Electric Control System*
- *Mechanical Dependability*
- *Replaceable Burning Pot*
- *Reduced Fire Hazard*
- *MEPACO Rugged Construction*

PARTIAL LIST OF USERS OF JULIAN SMOKEHOUSES

Name	Location	No. of Houses
Atlas Market Co., Chicago, Ill.		2
Bert Packing Co., Chicago, Ill.		3
Cudahy Packing Co., Albany, Ga.		6
East Tennessee Packing Co., Knoxville, Tenn.		4
John J. Felin & Co., Inc., Philadelphia, Pa.		3
Georgia Packing Co., Albany, Ga.		2
Albert F. Goetze, Inc., Baltimore, Md.		3
P. D. Gwaltney, Jr. & Co., Inc., Smithfield, Va.		4
Home Packing Co., Terre Haute, Ind.		2
Hunter Packing Co., East St. Louis, Ill.		6
Hygrade Food Products Corp., Newark, N. J.		2
Jones Dairy Farm, Ft. Atkinson, Wis.		3
E. Kahn's Sons Co., Cincinnati, Ohio		9
George Kern, Inc., New York, N. Y.		3
Lay Packing Co., Knoxville, Tenn.		4
Libby, McNeill & Libby, Chicago, Ill.		4
Longino & Collins, New Orleans, La.		4
Lykes Brothers, Tampa, Florida		11
Jacob R. Marhoefer & Sons, Chicago, Ill.		2
Markel's, Inc., Jamaica, N. Y.		6
Geo. H. Meyer Sons, Richmond, Va.		3
John Morrell & Co., Ottumwa, Iowa		8
Neuhoff Brothers, Dallas, Texas		7
Pasco Meat Products Co., Newark, N. J.		3
G. M. Peet Packing Co., Chesaning, Mich.		5
Plymouth Rock Prov. Co., New York, N. Y.		10
Wm. T. Schluderberg-T. J. Kurdle Co., Baltimore, Md.		4
Slotkowski Sausage Company, Chicago, Ill.		3
Smithfield Sausage Company, Smithfield, Va.		6
Stark-Wetzel & Co., Indianapolis, Ind.		9
Superior Wholesale Market, Ft. Worth, Texas		2
Tennessee Packers, Inc., Clarksville, Tenn.		5
W. F. Thiele & Co., Milwaukee, Wis.		2
Tobin Pkg. Co.		20
Trunz, Inc., Brooklyn, N. Y.		8
Valleydale Meat Packers, Salem, Va.		3
Wilson & Co., Inc., (Various)		15

JULIAN ENGINEERING COMPANY

319 W. HURON STREET • CHICAGO 10, ILLINOIS

Pay Tribute to

50-Year Veterans

PRESENTATION of awards to veterans who have completed 50 or more years in the meat packing industry was made Monday morning by Oscar G. Mayer, who was introduced by Chairman H. H. Corey.

OSCAR G. MAYER: When this charming lady, and the honorable gentleman seated on the platform this morning started their careers 50 years ago, they knew nothing of the 8-hour day, of the quick-curing of hams and bacon, of transparent packages or of refrigerated trucks distributing meat to every small village. Furthermore, neither they nor their principals dreamed of the almost fantastic utilization of meat's by-products as we have them today.

When they began their packinghouse careers, average steers were selling on the Chicago market for $5.25 cwt., hogs at $5.85, and lambs at $5.80. Butchers were selling choice sirloin steaks for 20c lb., and pork chops went for 17c. If you owned a cat, the retailer would toss in a handful of liver, free.

The meat packing industry has come a long way since then. Things have been added—the OPA and OPS, for instance!

In the past 30 years, more than 1,000 packinghouse veterans have been honored publicly at Institute annual meetings. Two years ago, my father was honored with a diamond emblem for serving 75 years in the meat industry. I know that he was very proud to receive his award, and I shall be equally happy when my time comes to get the gold emblem.

Some of these veterans have worked all of their lives for one company; others have specialized in only one department. Others, both this year, and in previous years, have switched from rubber aprons, coveralls and smocks to white collars, dictating machines and private offices . . . all working with loyalty for an industry which is important.

Since we met last year, more than 60 veterans have become eligible for the gold award. Those who could not attend the presentation will have their gold buttons sent to them. At the close of this presentation, the veterans will be guests of the Institute at a special luncheon. The biographies of these veterans follow:

MRS. WILLIAM A. JOHNSON, Standard Sausage Co., Minneapolis: As a lass of 10, got mixed up in the meat business. Her father's name was Mix, and he owned the Emerson Packing Co. of Minneapolis. She made 15c an hour watching her dad's market while men filled the ice bunkers. Later she worked on the books during the day and went to night school. She married one of her father's workers, who later bought out the business. In 1929, Mrs. Johnson's husband bought the Standard Sausage Co. Since his death in 1939, she has acted as president of the sausage company. Mrs. Johnson is the first woman meat packing veteran of 50 years' service to be honored in person by the Institute at its annual meeting.

JACK ARATA, Armour and Company, Chicago: He was born in Chicago

MRS. JOHNSON

JACK ARATA

in 1886. From the time he left school, he worked for Armour. He started as an office boy; then became a clerk; later a salesman and beef shipper. He now is in the plant sales department of the Chicago plant in charge of sheep, lamb and calf sales.

LAWRENCE P. McMAHON, Swift & Company, Chicago: He got his start in

AFTER the AMI presented gold emblems to all 50-year veterans attending the meeting during a general session, the group met for luncheon with several AMI staff members. Naturally, they discussed the "good old days" and the changes they have seen in their 50 years in the industry.

L. P. McMAHON

C. P. LEIBFORTH

1901 in the lard department and became a foreman 16 years later. He transferred to lard manufacturing where he was promoted to foreman in 1941. McMahon ranks second in length of service in the

Packer Pete says:

"packers pick PRESCO PRODUCTS"

...for BETTER SEASONING

"Good old BOARS HEAD tops all seasonings in flavor-appeal. Brings out the best in every type of sausage . . . meat specialties, too."

for FASTER CURING

"You can't beat this quick cure! It gives your meats that mellow mildness and, man, what an improvement in looks and flavor!"

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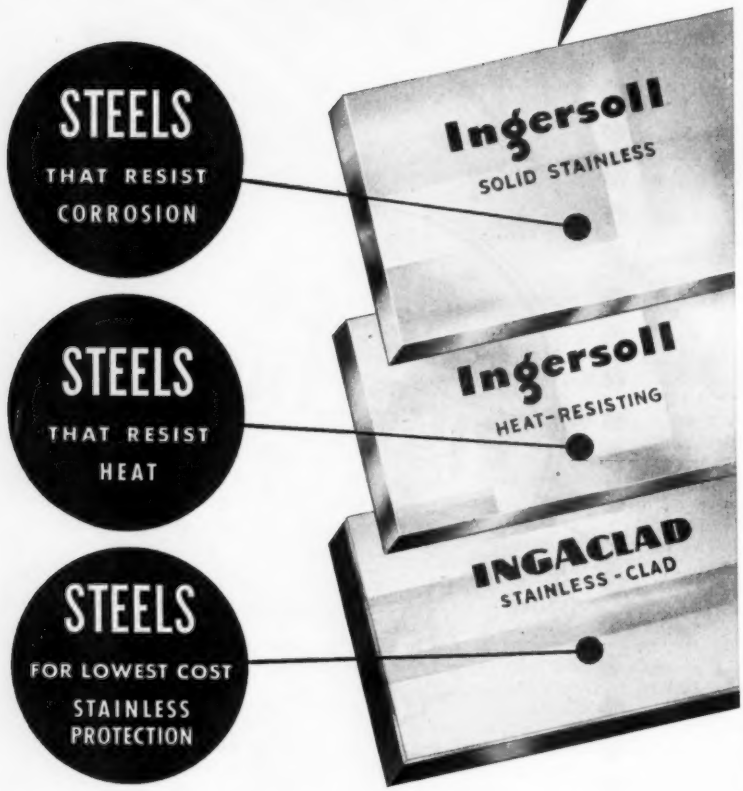
PRESCO PRODUCTS

FOR THE SCIENTIFIC PROCESSING OF MEAT AND MEAT PRODUCTS

Remember

Ingersoll produces all **3**



Most users of Stainless-Clad steel know the 20-year record of IngAclad. Countless applications in all of the Process Industries have proved its dependability and real economy. Where protection has been needed on *both* sides of the metal, Ingersoll solid stainless sheets have also had wide acceptance.

But do you know that Ingersoll heat-resisting steels have also made an outstanding record in such applications as furnaces, ovens, etc., where excessively high temperatures are applied?

ENGINEERING B-W PRODUCTION

Ingersoll STEEL DIVISION
BORG-WARNER CORPORATION
310 South Michigan Avenue, Chicago 4, Illinois
Plant: New Castle, Indiana

entire Swift & Company organization.

CHARLES P. LEIBFORTH, Wilson & Co., Chicago: Fifty-one years ago, this man had an open-and-shut job with Swift & Company—opening and closing cooler doors. Truant officers caught up with him, and Leibforth returned to grammar school. When he finished school, he went with Morris & Co., then joined Wilson in 1928, where he now is a clerk in the jobbing cooler.

JOE SCHWAB, Swift & Company, Chicago: He got started with his pres-

JOE SCHWAB

CHARLES BUCHY

ent company in 1899 as a pork butcher, but transferred to the boned ham department, becoming foreman in 1914. Since 1931, Schwab has been in the tongue department of the beef cutting division.

CHARLES G. BUCHY, Chas. G. Buchy Packing Co., Greenville, O.: When Buchy was 19, he shouldered the job of carrying on his father's small slaughtering firm in Greenville. He built up the business from three employes to more than 50. Associated in the business with Buchy are his wife, daughter, three sons, and a son-in-law.

JOHN BURNS, Burns & Co., Ltd., Calgary, Alberta, Canada: Because John Burns was ill and unable to attend the presentation meeting, B. Freeman, general superintendent of the Burns Co., accepted the Institute's award for him. Burns started as a junior clerk in 1901

JOHN BURNS

T. E. EGGLESTON

with the company that now bears his name. He has served in all clerical and executive capacities, including general manager, president, and chairman of the board.

THOMAS EDWARD EGGLESTON, Armour and Co., South Omaha: Since 1901, Eggleston has worked continuously for Armour. He has been butcher in the hog kill, packer in the ham house, car sealer, assistant yardmaster, and,

since 1922 has been head yardmaster.

GEORGE KOEHLER, Danahy Packing Co., Buffalo: Except for a few years when he conducted his own sausage

G. KOEHLER

OTTO KUEHN

business, Koehler has worked continuously for Danahy since 1901. He is a vice president and superintendent.

OTTO KUEHN, Oscar Mayer & Co., Chicago: He got his start in his father's slaughtering shop in 1898. He bought his own market, then worked as a retail butcher in several Chicago markets before joining Oscar Mayer in 1942.

HENRY PLUMB, Oscar Mayer & Co., Chicago. He started with Swift & Com-

HENRY PLUMB

G. T. TOBIN II

pany, Chicago, in 1893. He worked at the plants of Miller & Hart and Armour and Company for 27 years before he joined Oscar Mayer in 1929.

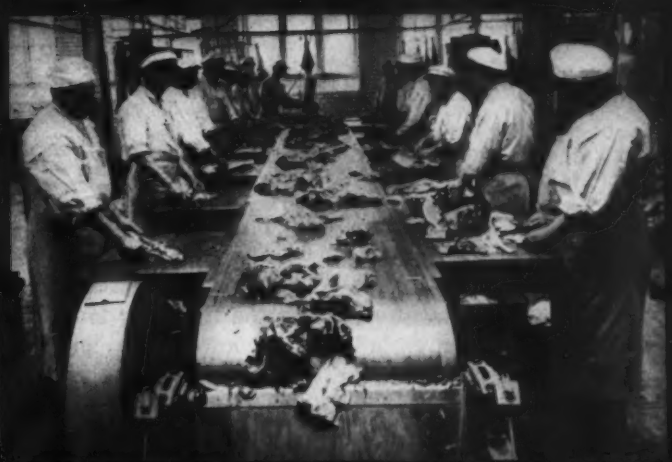
GEORGE THOMAS TOBIN II, Tobin & Sons, New Castle, Del.: Tobin, born in New Castle in 1881, at 17 entered the

J. KRIZEK

G. C. McKNIGHT

meat business with his father. He and his sons now operate a slaughtering, wholesale, and retail business. Their retail store is said to be the oldest food store in New Castle. Tobin says he remembers when cattle were driven on

This Pork Production Line Uses A SANDVIK *Steel-Band* CONVEYOR TABLE



Cutting up of dressed hogs is a continuous production-line operation on this Sandvik work table. Sides are sawed into large cuts at far end of conveyor and each man along line performs a specific subsequent operation.

CONVEYING WORK TABLES OF COLD-ROLLED STAINLESS STEEL IMPROVE PROCESSING OF MEAT, FISH, VEGETABLE AND BAKERY PRODUCTS

You can apply cost-cutting, mass production methods to your operation with a Sandvik conveying table.

Right now, Sandvik work tables are minimizing costs in operations such as bacon and frankfurter packing, chicken eviscerating, hamburger preparation, tenderizing, cake-icing and packing, ham-boning, pork rolling, fish fileting and packing, vegetable, fruit and nut sorting, etc.

Here are some reasons why:

- **EASY TO KEEP STERILELY CLEAN**—Live steam or boiling water can be applied directly.
- **NO TASTE CONTAMINATION**—A hard, smooth surface... no place for food particles to lodge.
- **LONG SERVICE LIFE**—High strength and resistance to time and wear.
- **ENGINEERED TO FIT APPLICATION**—Lengths to meet any requirements.

Standard work table widths are 20" and 12", but special widths are also available. Correct working height can be arranged despite special floor conditions. Special, custom-built units also available.

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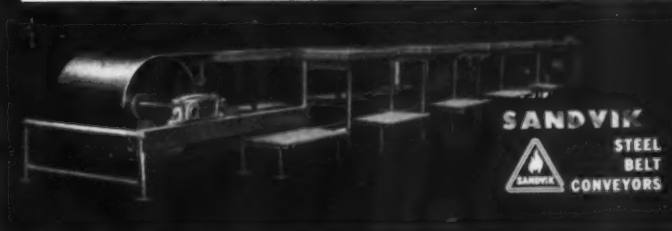
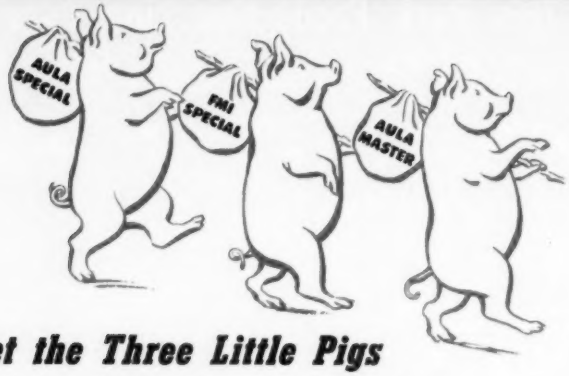


Aula Products Add Prestige to Yours



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"This little pig went to market. This little pig stayed home." ...Not much chance of any little pig lingering long at home once he hears about Aula Cures. He knows they will give him that added taste-appeal he needs, plus long-lasting, appetizing color. There is an Aula Cure formulated to meet your requirements as to curing time and methods.

AULA SPECIAL The standard mild cure used for years by many of the leading packers.

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AULA MASTER Fast and economical...the ideal pump, hang, and smoke cure.

Write today for Folder NP-10 listing standard Aula Cures available for immediate use...or ask us to discuss the formulation of special cures to meet your requirements.

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foot from various parts of southern Delaware to his plant.

JOSEPH KRIZEK, Wilson & Co., Chicago: He started at 13 with Morris & Co., carrying shackles and hooks. He later worked for several other Chicago packers, including Hammond and Swift. He joined Wilson & Co. in beef kill department in 1935. Krizek is skilled in every job on the floor, and asserts he is good for 20 more years of work.

G. C. McKNIGHT, Armour and Company, Chicago: When he was 13 McKnight went to work for Morris & Co., and, except for one year when he returned to school, stayed with Morris until 1923. He was employed by Armour and Company in 1924 in the beef department and has remained in that department in sales capacities ever since.

CHARLES F. BROWN, Armour and Company, Chicago: This 72-year-old gentleman started as a poultry dresser

C. F. BROWN

J. H. HUDDLESTON

at Swift's Kansas City plant in 1898. He migrated to Chicago three years later where he worked for E. Aaron & Brothers in the poultry department. From 1913 to 1919 Brown was manager of the poultry department for Swift at west South Water St., Chicago. He then joined Morris and remained when the merger with Armour was effected. In 1948, Brown was appointed dairy and poultry department head of the hotel supply department, wholesale market.

JAMES H. HUDDLESTON, John Morrell & Co., Ottumwa, Iowa: Huddleston started work when he was 14 in the pickling department at Morrell's. In less than a year he won a promotion to pork cutting, where he has spent the last 49 years. He remembers when cleavers were used to chop shoulders, and he got 50c a day for a 10½-hr. day. He also can remember rents around $10 monthly and eggs at 4c a dozen, with everybody fairly happy. The name of Huddleston is well known at Morrell. Jim has three brothers, three cousins, and four sons who have worked at Ottumwa. He has reared nine children, and has 11 grandchildren.

GEORGE W. MARTIN, John Morrell & Co., Chicago: Martin worked with the Morrell company from 1901 until 1903. For the next three years, his employer was Edward Heman, provisions. He returned to the Morrell company and has stayed with the firm ever since, in charge of its financial office.

TIMOTHY EDWARD SULLIVAN, John Morrell Co., Ottumwa: Sullivan joined Morrell's export department in

1900. He spent a short period in the ice department, but since 1922 has worked in the smoked meat department.

JOSEPH KURDLE, Wm. Schluderberg-T. J. Kurdle Co., Baltimore: Kurdle, who is well known in the industry in the

G. W. MARTIN

T. E. SULLIVAN

East, left his law studies in 1901 to work for his father, who had started in the retail butcher business in 1880. When the Schluderberg and Kurdle companies consolidated in 1920, Kurdle became vice president in charge of marketing operations. His merchandising judgment is evidenced by the steady growth of sales of the Esskay company.

JOSEPH KURDLE

C. HACKER

CHARLES HACKER, Krey Packing Co., St. Louis: Hacker was employed by the St. Louis Dressed Beef Co. in 1898.

K. MULLER

J. SCHEULLER

In 1906, he entered government service as an inspector with the U. S. Bureau of Animal Industry. He joined Krey in 1925 and is still active.

KURT MULLER, Grand Price Packing Co., New York City: Muller was born in Saxony where, in 1901, he began working for his brother as a butcher apprentice. He came to Jersey City in 1914 and got a job with Armour in pork

Packed for Profits

IN FORM-BEST STOCKINETTES
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FORM-BEST Full Length Stockinettes are stronger and more elastic . . . they form hams plumper . . . are less absorbent for less shrinkage.

PIN-TITE Reinforced Shroud Cloths pull tight and pin tight. They bleach meat white . . . and marbleize. LOOK FOR THE BOLD RED STRIPE.

Leading packers are using more and more FORM-BEST and PIN-TITE. Meat so processed is really "profit packed" . . . because PIN-TITE and FORM-BEST are easier to apply . . . save you time and money . . . give better looking, best selling meat.

FOR IMMEDIATE SERVICE, Phone Today

Make us prove our point without cost or obligation to you. Write for details and demonstration in your own plant.

Cincinnati Cotton Products COMPANY
Cincinnati 14, Ohio

1951 COMMEMORATES

FIFTY YEARS

OF SERVICE TO OUR CUSTOMERS

Early in the year 1901, Asmus Brothers founded a spice business based on the principles of "truthfulness, fairness, building solid friendships, and being beneficial to everyone concerned."

That they were successful is testified to by the fact that Asmus Brothers has been continuously owned and operated by the same family. Although now directed by the second generation, the fundamental principles have not changed.

On this, Our Golden Anniversary, ASMUS BROTHERS, INC., extend to our many friends a most cordial Thank You for Your continued confidence and patronage.

ASMUS BROS. INC.

Spice Importers and Grinders

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cutting. Later he went to Swift as a bologna maker; then to Brooklyn with Stahl-Meyer, and finally joined Grand Price.

JOHN SCHUELLER, The Wm. Schluderberg-T. J. Kurdle Co., Baltimore: Born in Bavaria, Germany, in 1876, Schueller served a two-year apprenticeship in an institute, then devoted to the study of meat, especially the making of sausage. He came to America in 1893 and worked for a packer in Baltimore before joining his present employer in 1901. Upon retiring from his position in the sausage manufacturing department, 12 years ago, he was given the title of foreman emeritus and still maintains an active interest in the affairs of the company.

JAMES A. TURVEY, Turvey Packing Co., Blackwell, Okla.: Turvey started in the meat business in Blackwell in 1898, working with his father in a wholesale and retail market. In 1907 he migrated to Douglas, Ariz., with two of his brothers, where they operated a slaughterhouse on the Mexican border. Because at that time there was a

J. A. TURVEY

W. HAVLIK

higher duty on live cattle than on dressed beef, the animals were killed in Mexico and the dressed carcasses rolled on a rail into the United States. In 1926 Turvey returned to Blackwell and his own business.

WENCIL HAVLIK, Wilson & Co., Cedar Rapids, Iowa: Havlik is celebrating his fiftieth year with Wilson. Now general foreman of the fresh pork department, he started as a laborer in 1901. He formerly worked in the dry

E. A. ANSERT

E. KRANNING

salt department and in the hog kill and cut department.

E. A. ANSERT, J. Eavenson & Sons Co., Camden, N. J.: Fifty years ago as a boy, Ansert started with this company, pasting labels on wooden boxes, then moved up to chipping soap from bars prior to the milling operation, then to pressing soap. In 1909, he was put in charge of the shipping and receiving departments, and in 1922 was made division superintendent. His responsibilities in 1942 were increased to cover supervision of the traffic and shipping and soap powder departments, and he has continued in this capacity ever since.

WILSON & CO.'S 50-year veterans received an added honor when the editor of the company magazine asked them to pose with Thomas E. Wilson, left, chairman of the board, Wilson & Co., and Edward Foss Wilson, right, president of the company. The veterans are Joe Krizek and Charles Leibfort.

ELMER KRANNING, Kingan & Co., Indianapolis: When Kranning was only 13, he left school because he refused to be vaccinated. He joined Kingan, where he was assigned to the cutting department. Later he was transferred to the hog kill, his present department. Kranning is the father of eight children, all of whom are, incidentally, vaccinated.

WILLIAM RICHARDSON SINCLAIR, Kingan & Co., Indianapolis: Sinclair got his start as a part-time worker with J. & T. Sinclair & Co., Ltd., Belfast, Ireland, the town where he was

W. R. SINCLAIR

W. ZIMMANCK

born. Coming to America in 1906, he went to work for Kingan & Co. where he was assistant plant superintendent for two years, then was transferred to the provisions department until 1920. When the company was reorganized in 1920, Sinclair was made vice president in charge of the pork division and of United Kingdom exports. In 1936, he was elected president and chairman of the board of directors. Last year he retired from the presidency, but remained chairman of the board.

WILLIAM ZIMMANCK, Oscar Mayer & Co., Chicago: He has worked continuously for Mayer since 1901 and says he believes there is a degree of vocational permanence in the meat industry.

CHRISTIAN KUNZLER, Kunzler & Co., Inc., Lancaster, Pa.: Kunzler was born in 1871 in Baden, Germany. At 16

C. KUNZLER

G. LEIBHART

he was apprenticed to Ludwig Singer in Karlsruhe. Later he worked in Coblenz, Mannheim, and Hamburg. In 1894 he came to this country and worked for three different Brooklyn packers. In 1901, he went to Lancaster and opened his own place, selling meats at retail, and manufacturing quality sausage. He expanded the business to sell at wholesale and also included slaughtering in his operations.

WM. F. KARCHER of S. R. Gerber Sausage Co., Inc., Buffalo, N. Y.: Karcher was born in Buffalo, N. Y. He has worked for 10 companies in Buffalo, usually being employed in the boiled ham and sausage departments. Two of his former jobs were as a butcher in retail shops.

GEORGE A. LEIBHART, The Cudahy Packing Co., Sioux City: Leibhart started working for Armour in 1900, and then moved to Cudahy, where he now is beef cooler foreman.

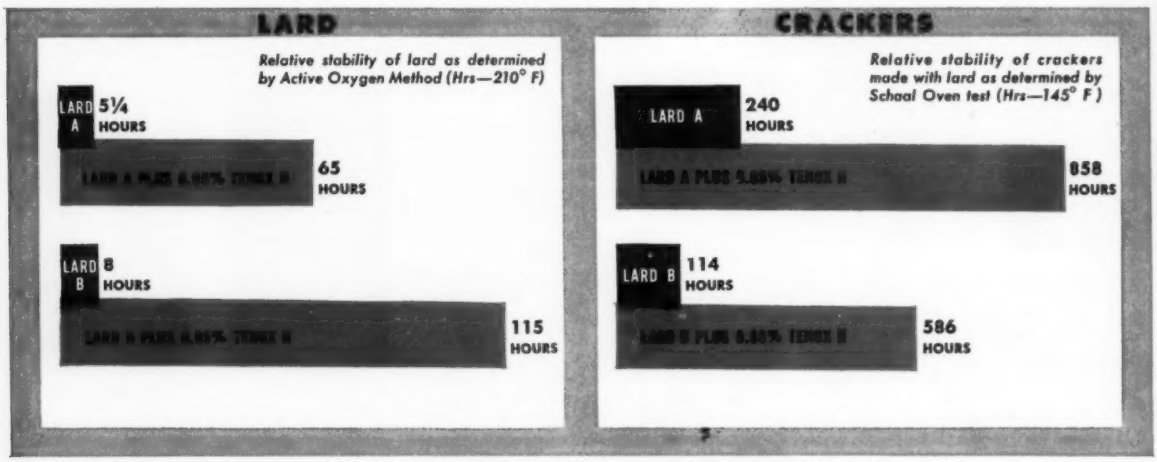
JOHN GOLDER, Danahy Packing Co., Buffalo: Golder started with this company in 1901 and has worked continuously for it since that time.

VINCENT JACZYNSKI of Danahy

—for the benefit of those who just came in—

It occurred to us the other day that there are a number of people in the lard processing business who weren't around three years ago when we first introduced Tenox.

For the benefit of those who just came in, we would like to reproduce some of the data appearing in our earlier advertisements—data which clearly shows the superiority of Tenox in protecting lard and products made with lard against the development of rancidity.



For sample quantities and information about the Tenox antioxidants, their carry-through properties and their ability to protect fried and baked foods, write to Tennessee Eastman Company, Division of Eastman Kodak Company, Kingsport, Tennessee.

Insure with **TENOX**, *it's a good policy*

Tenox Eastman Antioxidants for Lard

SALES REPRESENTATIVES: New York—10 E. 40 St.; Cleveland—Terminal Tower Bldg.; Chicago—360 N. Michigan Ave.; Houston—412 Main St. **West Coast: Wilson Meyer Co.,** San Francisco—333 Montgomery St.; Los Angeles—4800 District Blvd.; Portland—520 S. W. Sixth Ave.; Seattle—821 Second Ave. **Distributed in Canada by:** P. N. Soden Company, Ltd., 2143 St. Patrick St., Montreal, Quebec

Packing Co., Buffalo: In 1901 he started with the Jacob Dold Packing Co. in Buffalo. He later transferred to Danahy. One of the top executives of this company says that both Golder and Jaczynski are valued employes.

W. W. J. SMITH, Armour and Company, London, England: Smith started with Morris & Co. in London in the mailing department. He was transferred to one of the stalls in Smithfield market as ledger keeper. He was promoted in 1908, to the head office as assistant in the stocks and sales department, later becoming manager. During World War II, Smith was loaned to the Crown, and was put in charge of the clerical staff

F. G. ATTWOOD W. W. J. SMITH

at Norwich wholesale meat depot. After the war, Smith was appointed traveling auditor for Armour.

F. G. ATTWOOD, Armour and Co., London, England: Attwood began his meat career in 1899 with Morris & Co., as a ledger clerk. In 1908, he passed examinations as a Fellow of the Corporation of Accountants. From 1908 to 1912 he was accountant at the head office, London. For the next ten years he was office manager at Liverpool, and for the next 17 years was a member of the audit department. In 1939, he was transferred to the London Wholesale Meat Supply Association, Ltd. In 1945, he was appointed accountant, which position he now holds.

MISS E. LOUISE McBAIN, Chamberlain & Co., Boston: Miss McBain got her start with Chamberlain & Co. in

G. A. WALKER J. F. GROLLMENT

1897, being hired personally by the late Willard N. Chamberlain, founder of the company. Miss McBain, during her long service with the old, established New England company, has worked as general clerk in charge of sales distribution, in the bookkeeping department, and as cashier. She is now in charge of disbursements of prepaid expresses. An interesting sidelight on Miss McBain's methods of office procedure is that she disdains office machines because of a remarkable facility for mental arithmetic.

JOSEPH FRANCIS GROLLMENT, Armour and Co., South St. Joseph, Mo.: When he was 13, he started working during school vacations for Hammond Packing Co., then went to work full time for them when he completed grade school. His pay was 7½c an hour and his job was oiling hooks and gambrels and pulling spreaders in the hog coolers. Grollment worked for Swift and Morris but, since 1923, has been with Armour in the hog and sheep casings department.

GEORGE ALBERT WALKER, Armour and Co., South St. Joseph, Mo.: He got his start in the packing business in 1898 when he went with his father to South St. Joseph to help in replacing with brick the wooden paving blocks in the stockyards. In 1900, he started work with Morris & Co. in the hog and beef casings department. Seven years later, Walker started trimming hogs and still is working at this highly skilled job.

A. C. TOEPFER, Armour and Co., New Orleans, La.: Toepfer's employment began in 1901 when he was placed in charge of the stables at Armour. He continued in this job until 1920, when horses and mules were replaced with automotive equipment. For

A. C. TOEPFER H. S. DALLAS

18 years, Toepfer worked in the smoked meat processing department. Since 1938, he has been branch house watchman. He is the father of four sons and four daughters.

H. S. DALLAS, Armour and Co., Kansas City: At the beginning of his career, Dallas worked for Armour as a door boy during the summer months; in the wintertime, he worked in the general office. He was transferred to the mechanical department, where he had worked up to junior draftsman by 1916. He then was transferred to the purchasing department, and since 1941, has been head purchasing agent.

GEORGE SMITH, Armour and Co., Chicago: Because he was a member of the regular army, this 82-year-old meat packing veteran didn't get started in meat packing until he was almost 30. He was a chauffeur for Armour at 2617 Madison st., Chicago, for 23 years, then drove trucks at the company's branch on west Lake St. for 14 years. He has been a watchman at the George st. branch since 1938.

EDWARD E. SCHEFFLER, Armour and Co., Los Angeles: In 1901, Scheffler went to work for the Cudahy Packing Co. in South Omaha as a door swinger

GEORGE SMITH E. E. SCHEFFLER

in the engine room. Through the years, he worked for the old Omaha Packing Co. in Sioux City. He has worked continuously for Armour since 1921. In 1947, he was transferred to the Los Angeles plant as beef cuts foreman.

JAMES OSCAR REED, Armour and Co., South Omaha: Fifty years ago Reed was waterboy for the construction company which built the Armour plant in South Omaha. He remained in the city to work for the packing firm. He worked for a week in the beef kill, then was transferred to the hog kill, where he has remained ever since.

NORMINGTON (DICK) HOARE, Rochester Division of Tobin Packing Co.: He started his career in the meat industry with J. J. Joslyn, wholesale lamb butcher at Rochester, in June, 1894. Two years later, he opened a retail market which he operated for 23

J. O. REED W. G. FLETCHER

years. He worked for Hygrade, Buffalo, for seven years, and for the last 15 years has been a salesman in the Rochester division of Tobin.

AUGUST G. ANDERSON, Crocker Packing Co., Joplin, Mo.: He retired a few weeks ago as superintendent of the Crocker plant, where he had worked 20 years. Before joining Crocker, Anderson had been employed by several packing companies, in Minnesota and Missouri, and had operated his own businesses in Nebraska and Michigan.

WILLIAM G. FLETCHER, Cleveland Provision Co., Cleveland: Fletcher, at 17, started with the Farmers and Drov-

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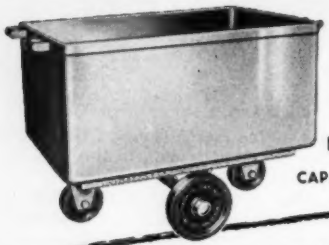

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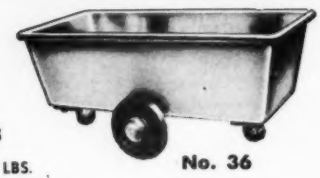
CAP.–1,200 LBS.



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Available in all standard sizes.

ers Stock Yards Co. in Cleveland as an office clerk, then was weighmaster and assistant yardmaster. In 1904, he started with Swift, and, in 1916, was made general manager at Cleveland. He held other executive positions with the National Provision Co., Cleveland; Charles Wolff Packing Co., Topeka, and other meat firms. Fletcher retired a few months ago from his position as vice president in charge of sales with the Cleveland Provision Co.

JOHN ECKRICH, Peter Eckrich & Sons, Inc., Fort Wayne, Ind.: John Eckrich started in 1901 with this company,

JOHN ECKRICH E. JIRAK

owned by his father. In 1921 he became a sausage maker for the firm. In 1925, he was elected secretary-treasurer and also served on the board of directors. He opened a branch in Jackson, Mich., in 1929. In 1940, he resigned as secretary-treasurer, but continued on the board.

EDWARD JIRAK, Pittsburgh Provision and Packing Co., Pittsburgh: Jirak started with the Pittsburgh Provision and Packing Co. in 1901 as a packer in the night shipping and packing department. In 1902, he was transferred to the lard refinery as a cooker. Two years later he became assistant foreman, and in 1912 was made foreman of this department, his present position.

CHARLES CLARK, Cudahy Packing Co., San Diego, Cal.: He broke into the meat packing field with the Dold Packing Co. in Wichita, Kans. During 1921

C. CLARK GEORGE SEIDL

and 1922 he was employed by Pershaw & Grimes, Wichita, Breston Packing Co., and Union Packing Co. of San Diego. He transferred a short time later to the Hardy Packing Co., San Diego, as killing foreman and remained in that position when the Cudahy Co. bought out the Hardy Co.

GEORGE SEIDL, Cudahy Packing Co., St. Paul: Seidl got his start with Cudahy in Omaha in 1901. He was transferred to the St. Paul plant in 1925, where he now is employed in the calf skinning department. His entire

MAX BOCHE

J. O. COLEMAN

50 years of work have been with his present company.

MAX BOCHE, Cudahy Packing Company, St. Paul: He began work with Swift & Company in South St. Paul, and later worked for other St. Paul packing companies, including United Packing, Katz Packing and Armour and Company. He also worked for the Peter Burns Packing Company of Calgary, Canada, but returned to St. Paul in 1926, casting his lot with the Cudahy company in the beef killing department.

J. B. SCOTT, Armour and Company, Chicago: He joined Armour in 1901 as a clerk in the transportation department. He has remained in this department during his entire 50 years of service. He now is vice president, in

HANZLICEK

BENTLEY

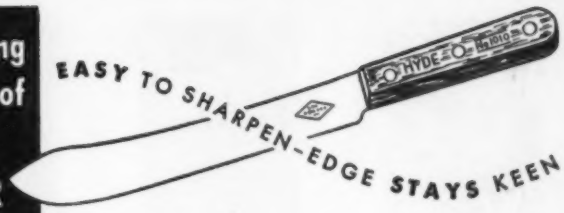
charge of transportation, and of the Armour car lines. During his years with Armour, he has developed several improvements for railroad freight cars.

HENRY C. WORRELL, Shamokin Packing Co., Inc., Shamokin, Pa.: Worrell began his meat career when he was 19, working for 11 different employers in Pennsylvania until 1924, when he decided to settle down with Shamokin. He is now employed regularly in the sausage packaging department.

J. O. COLEMAN, Lindner Packing & Provision Co., Denver: He started in the packing business in 1895 with the Colorado Packing Co. of Denver, which later became the National Packing Co., and then merged with Armour. He has been with Lindner for the last 14 years.

JIM HANZLICEK, Lindner Packing

8 outstanding advantages of HYDE BUTCHER KNIVES



Hyde Boning, Butcher and Cimeter Knives feature blades made from exclusive SuperHYDEX steel—a high carbon, chrome vanadium alloy. Scientific methods produce blades of perfect temper—blades that maintain their keen edge, yet can be resharpened by a few strokes on a steel. Other outstanding Hyde features include: perfect balance; precision grinding—to exact "V" edge; individual hand honing; full-tang handle construction; selected beechwood handle; tubular nickel silver rivets; mirror finish.

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HAVE YOU SEEN PAGE 2457

J. F. JOHNSON

W. A. GREINER

E. JACKSON

E. BODINET

E. DOUGHERTY

& Provision Co., Denver: Hanzlicek joined Swift in South Omaha in 1895. He then went to Denver where he worked with Armour and Company, and later moved on to Lindner. He has a son also working for the company.

WILLIAM H. BENTLEY, Lindner Packing & Provision Co., Denver: Born in 1890, he went to work when only 11 at the Hammond Packing Co., St. Joseph, Mo. He has been in the industry continuously since then, working with several leading companies and has been with Lindner since 1942.

J. F. JOHNSON, Dunn-Ostertag Packing Co., Wichita, Kans.: He started work in 1899 for the Cudahy Packing Co. branch house at Topeka. In 1917 he shifted to Morris & Co. as a car route salesman. He also worked for Keefe Le-Stourgeon and the Sunflower Packing Co., Leavenworth, Kans. For the last five years he has been with Dunn-Ostertag.

WILLIAM A. GREINER, Dunn-Ostertag Packing Co., Wichita, Kans.: The first eight years of his career were spent with the Cudahy Packing Co. at Sioux City; then nine years with the R. Hurni Packing Co., and 12 years with Swift, all of Sioux City. Since 1929, Greiner has worked in Fort Wayne, Ind., and Hutchinson, Kans. He joined his present employer in 1941.

ELGIE JACKSON, Armour & Co., Washington, D. C.: He started with Morris in the nation's capital in 1901, and remained with this company until it merged with Armour. He is a chauffeur with the Armour organization.

ADOLF BAUMANN, Oswald & Hess, Pittsburgh: Baumann served as a counter man in Europe before coming to America. He has spent practically all of his packinghouse career in Pittsburgh, working for western houses, as well as for local concerns. He is employed now as a ham boner.

HERMAN ZIMMERMAN, Oswald & Hess, Pittsburgh: Zimmerman's meat career parallels that of his friend, Adolf Baumann, both in this country and in Europe. He also is a ham boner.

EDWARD BODINET, Armour and Company, Chicago: When he was 12, Bodinet started cutting meat in his father's butcher shop in Chicago. Two years later, he left school and devoted full time to his work. Bodinet kept the shop after his father died in 1906, and he and his mother ran the store until 1936, when he started work as a butcher in Armour's retail market.

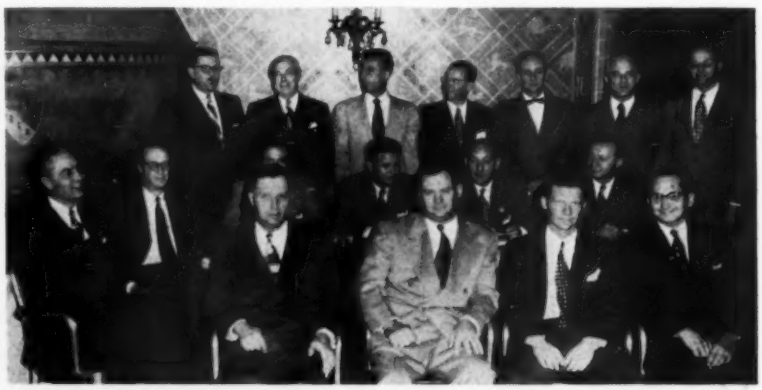
EDWARD DOUGHERTY, John J. Felin & Co., Inc., Philadelphia: All of his working experience has been gained at Felin where he started in 1901, when he was 14. He began working on the shipping floor but later took over a team of horses, and for many years made deliveries. When automobiles arrived, Dougherty gave up the reins for the wheel.

R. C. MORRIS, Richmond Abattoir, Inc., Richmond, Va.: Morris started with Kingan & Co. in Richmond in 1901, and served as foreman, assistant superintendent, and superintendent. In 1946, he went to the Richmond Abattoir, where he has been plant manager ever since.

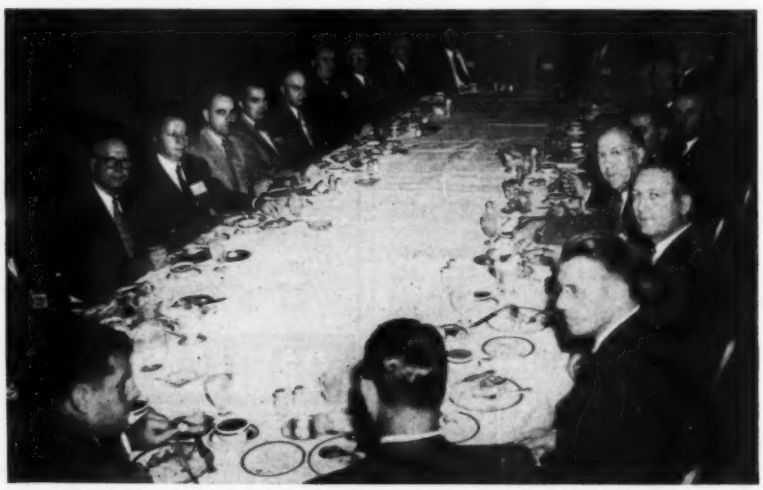
Although the following 50-year veterans of the meat packing industry are eligible for the gold button award, their biographies were not obtainable at the time of the annual meting:

JOHN HEHLBEIN and **CHARLES TRAUT,** Heinz Riverside Abattoir, Inc., Baltimore.

HARVEY CLARK, Iowa Division, Tobin Packing Co., Estherville, Iowa.



EARLY SUNDAY rising was no deterrent to these "early birds." The advertising planning committee is pictured here at their meeting in room nine at 10:30 a.m. Sunday morning.



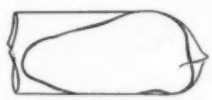
THE GROUP pictured here gathered to discuss a long-range common sense meat program under the chairmanship of John Coverdale.

ONLY CRYOVAC
PROCESS PROTECTION

Gives you custom-fitted wraps to vacuum-seal contamination out — vacuum-seal all the goodness in!

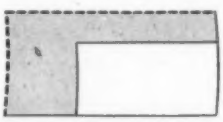
Here's how it works

Unlike any other method of wrapping, in film, foil or paper, the patented CRYOVAC process actually shrinks-on a transparent CRY • O • RAP* bag—providing the only tough, odorless, transparent protection that fits *skin-tight to the natural contours of the pack.*



1 Meat or poultry is inserted in special CRY•O•RAP* bag, made of a remarkable transparent plastic film.

2 Vacuumizing sucks out air, making plastic bag fit skin-tight.



3 Bag is sealed and shrinks permanently to the contours of the pack—leaving no air pockets.

4 The result is a custom-fitted second skin, moisture-vapor proof, that retains weight, flavor, and adds eye-appeal.

Here's what it gives you!

The CRYOVAC process offers the meat packing industry countless improved advantages, especially for smoked meat products:

Assures better appearance

Maintains color, flavor longer under fluorescent lights

Protects against weight loss

Reduces mold growth

Gives improved storage life

THE SECOND SKIN
CRYOVAC PROTECTED
SEALS FLAVOR IN

*Made from a special Dewey and Almy—Dow Saran

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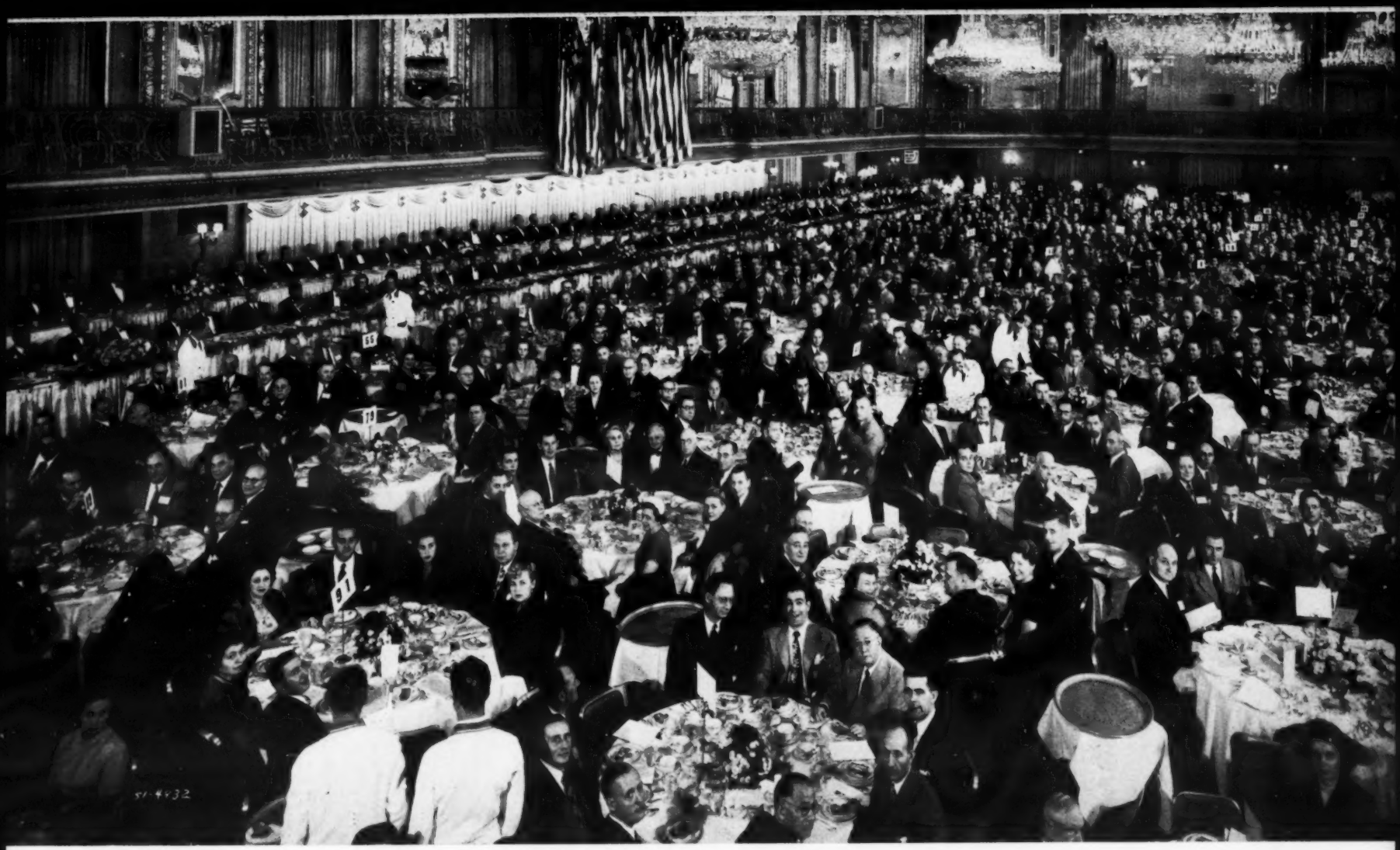

Forty-Sixth Annual Dinner of the American Meat Institute

Held at the Stevens Hotel in Chicago on September 24, 1951. Address by Everett M. Dirksen, United States Senator from Illinois.

Held at the Stevens Hotel in Chicago on September 24, 1951. Address by Everett M. Dirksen, United States Senator from Illinois.

Senator Dirksen of Illinois Warns Descent Into Collectivism is Easy, Even by Ballot

State of Union

SENATOR EVERETT M. DIRKSEN: I am glad to be here as your guest and to enjoy this very enriching fellowship. You can consider yourselves fortunate that the hour is growing late and you still have work of a kind to do tonight, for never have I experienced such an open invitation for a long speech as was delivered by this body.

I should feel at home on this occasion. I have never been in the packing business. That ought to qualify me for the head of one of the branches in OPS. However, if my friend Mike DiSalle is not looking, I might say, that long ago I was in the meat business. I ran a grocery store and meat was one of the appendages on the retail level. They weren't known as meat emporiums in those days; we just called them butcher shops. Having been in a butcher shop once upon a time, I ought to feel like I am a part of the church.

I am glad it was possible to get away from the pressures of Washington for a little while, and believe me, with the adjournment drive on, it is a place of pressure. There is a constant clash of will and personality and after nine months in that atrocious atmosphere, you can readily understand the irritation and frustration of people.

I better understand now the little boy and his father who were sitting in the gallery of the Senate when the chaplain was invoking the benediction for that great deliberative body. The youngster inquired who the man was, and his father said, "He is a chaplain."

"What is he doing?"

"He takes a look at the Senate and then he prays for the country."

CONGRESS NEEDS A RECESS

Well, that is almost in point after nine months of continuous session. I subscribe to the idea that at the end of the fiscal year, Congress ought to go home. It ought to do so if for no other reasons than to take a rest from its labors and to visit and consult with the people who own this country. At least, that was always my notion, although sometimes I doubt it when I see some of our bureaucratic friends in Washington at their labors.

However, when all is said and done, the grass roots constitute the great laboratory of the things that are endurable and worth while in this country.

E. M. DIRKSEN

My subject, "The State of the Union," allows me to go over the entire gamut and cover everything. Only last Monday we observed a great anniversary. The tragedy is, that the occasion is not observed as fittingly or with the kind of vigor and diligence it should receive. Last Monday was the 164th anniversary of the great charter of the Constitution of the United States. When it was being formulated by a rugged people in the heat of a Philadelphia summer 164 years ago, they wrote a provision which said that the President shall, from time to time, give Congress information on the state of the Union. The authors of the Constitution saw the advisability of having the chief executive give a message before the people's representatives and then let that information fan out so that people might be advised of the state of the Union.

That is wisdom, indeed, and it is necessary to go back and to reexamine and to scrutinize over and over again the state of the Union, because this is the age of acceleration in events. This is the time of feverish and tumultuous events when we are not quite sensible of the things that are happening before us.

I suppose every generation has failed to understand the full implications of all the forces that were currently operative and their effect upon the destiny of the country. I suppose that is the reason Roland G. Usher, the great historian, wrote in his history of Rome that Rome fell 400 years before the happy Romans found it out. So we might well examine the state of the Union as an orientation point.

TEN SHORT YEARS FOR BRITAIN

As an example of what can happen in this day and age, I am thinking tonight of an empire, with the utmost of good will and friendship and charity in my heart. Only ten years ago that empire could boast that the sun never set upon it. That empire could sing with gusto that Britannia ruled the waves. Britain had colonies scattered throughout the world and British investments were far-flung, as you well know.

I said to the leaders of a little town in the Amazon Jungle some years ago, "How did you get such a good street car system?"

They said, "British capital."

I was in Italy conferring with their leaders not too long ago and I said,

Dirksen Is Introduced

CHAIRMAN H. H. COREY: We are meeting tonight in times that cry out for leaders. From many quarters we hear urgent appeals for the kind of leadership which will give our national policy sound direction and principles. This coming year will be a decisive year in our country's history. People today are looking closely at the men to whom leadership is entrusted. The people are disgusted with some, distrustful of others and doubtful of many. However, the feeling toward certain of our national leaders is quite different.

Pick up almost any newspaper in Illinois and read the political news of the midwest, and you will find one favorite son of Illinois. He is our speaker tonight.

Our speaker has been conceded even by the opposition to be the man in Washington who knows his stuff about appropriations, our watchdog on spending. He has become one of the few people who can really spot things that need correction. He is a member of the all-important banking and currency committee of the Senate, and a recent national magazine tagged him as one of the top three men in the Senate.

It gives me great pleasure now to present to you our hard-working, level-headed statesman and a distinguished citizen, Everett M. Dirksen, Senator from Illinois. He will talk on, "The State of the Union."

"Who owns the majority of stock in your railroads?"

They said, "The people of Britain and British financiers."

The very name applied to their money is a symbol of durability — the word "sterling." Britain has an insurance company known in every corner of the earth, Lloyds of London. The British have been in the markets of the world and carried on for a long time. The Old Lady of Threadneedle Street, better known as the Bank of England, was the strong thread in the financial fabric of the whole wide world. That, my friends, was ten years ago.

Lift your eyes as Ishmael did and behold what is on the horizon. Elections have been set for October 25, as the government of a great Anglo-Saxon speaking country must go to the people for a judgment on its policies. What will it be? As we examine the state of British affairs, they are quite different from ten years ago. The pound sterling has been devalued and there are rumors in Washington that it may be devalued again. British investments have been liquidated in all corners of the earth and she has been stripped of her colonies. It has been a great blow to the pride of a proud people, with a great tradition of culture and literature behind them.

HISTORY MOVED FAST FOR BRITAIN

Britain's production has gone down and her economy has been put in a strait jacket. All this has happened in the space of ten short years. That is the acceleration of history in the age in which we live.

When we look for a reason, it is easy to blame the devastation and destruction of conflict. However, that is not the real reason. The real reason began two generations ago when the British were seeking for escape from risk and competition. The government aided in that search and they found escape to the point where today they have free teeth and free medicine with just a slight charge. The British found it in more pay for less work. However, along with it, they found an austerity that bears down upon the people and has divested them of some of their pride. They are wondering about the future.

I examine the *London Economist* every once in a while, and I see that the winter may be very dismal and there is the possibility that blackouts will be reinstated because the power plants may be short by about 20 per cent. The reasons are partly from the outside, but mainly from within. All this has happened to a great empire that speaks our language and had interests in every corner of the world. She has reached the point where she comes to America as something of a suppliant in an hour when the gap in trade is beginning to widen. All this has happened in ten short years. The thing I would impress upon you, and you can forget much of what I say tonight, but do not forget that what has happened in an English-speaking country came about within the framework of a free system of government.

H. H. COREY, left, chairman of the board, American Meat Institute, beams his approval as the Senator from Illinois, Everett M. Dirksen, center, receives a welcome from Wesley Hardenbergh, president of the Institute. Senator Dirksen was the speaker at the annual dinner in the Stevens Hotel Monday night.

We get the idea that tyranny and despotism come in the form of a man on horseback. That is the old, antiquated idea. Tyranny comes today and liberty is destroyed within the framework and the forms of a free system, and if you have any doubt about it, go to England. Listen to the speeches as men petition people to vote them back into office, and it is just as free and uninfluenced an election as you will find in any Congressional constituency in the United States.

All this has been brought about by people who have been elected to office by the suffrage of the electorate, even as they are in the United States of America, and it gives point to this statement: it is not the source of the power, but its application that counts when you consider the march of the country in the direction of disaster.

"SECURE FOR POSTERITY"

We have a form which was completed 164 years ago last Monday. They recited in the preamble that the government goes back to the people for the source of power and the Constitution's authors hoped to establish a more perfect union and a finer balance between the states and the federal government. They hoped for domestic tranquillity. They hoped for the establishment of justice, which is nothing more than truth in action. They would provide for the common defense. Then we find that great and precious line which comes ringing down the corridors of time like a vigorous challenge, "and to secure the blessings of liberty for ourselves." Had they stopped at that point, and put a period in the preamble, I should want to remember the Constitution makers with a grain of sorrow. However, they didn't stop there and they said, "to secure the blessings of liberty for ourselves and our posterity." Posterity sits here tonight in the ballroom of the Stevens Hotel in Chicago, paying testimony to the vision, the spirit and the contagious courage of men who gave us a government that is dedicated to the freedom of the individual. That is our form and God grant that we may keep it, but to keep it we must be vigilant and cautious.

So it is necessary — not once a year, but day after day — to scrutinize and to evaluate the state of the Union. What is it? Let's look at the Union on the foreign front for a moment and our relations with other countries.

Peace, it is wonderful, but where is it? There have been 81,000 casualties in the world's most amazing police action in Korea. The Atlantic Charter drawn up ten years ago last month on the high seas by Franklin Roosevelt and Winston Churchill has become a museum piece. Not long ago I heard children on the Island of Ceylon, people in Cairo, Egypt, in Ankara, Turkey, in the Orient and all over Europe, speaking of the Four Freedoms. Somehow, these objectives have evaporated into a myth and you begin to wonder.

We have set up a great co-fraternity of nations in the United Nations, which up to this hour has failed in its primary mission of providing peace for the world. If there is any doubt about it, men are beating out their brains tonight upon the slimy bosom of Korea, and 90 per cent of them are Americans.

COST OF PEACE RISING

Do I need to say that this search, which has been going on for centuries, has certainly not been successful and has become a pretty expensive business? From the end of World War II to June 30, 1953, if the spenders are successful in spending as much as they have earmarked, you, the taxpayers, through the instrumentality of Congress, will have expended $402,000,000,000, and that is $88,000,000,000 more than the whole cost of World War II. It is an expensive business and we haven't found peace yet.

There is something else that disturbs me. Our country today sallies forth in the world with a checkbook fashioned to buy good will. Whether we succeed or not can be found in the evidence that the first country to raise its voice and say it would not come to San Francisco to join in the conference to formulate a peace with Japan was India. This took place just a few weeks after Congress made $190,000,000 available for wheat to feed them. An amazing business!

Had I been in Washington this afternoon, I would have attended a joint session of the House and Senate addressed by Alcide di Gasperi, Prime Minister of Italy. The burden of his speech was, according to the report, that if we will provide more out of the Treasury of the United States, somewhere and somehow in the distant future, and at an unnamed date, Italy will probably be able to carry its load. When, I don't know.

The other day I saw a dispatch from Athens, just after I been successful in cutting $250,000,000 from the foreign aid bill by a majority of four votes in the Senate. The dispatch said that if we were going to cut Greece back, it was entirely possible that the will and

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THE FORTY-SIXTH ANNUAL dinner, held in the Grand Ballroom of the Stevens Hotel Monday evening, was the social highlight of the convention. Shown here are two views of the speakers table.

the cooperative spirit might fail over there.

That sounds like serving notice upon our country that, when the passion for the checkbook has burned itself to ashes, perhaps we can't expect all the things we would like to have.

A strange business, isn't it? It is about six years since V-J Day when blood letting and hostilities ceased and a great resurgence of hope and spirit arose in the hearts of mothers and fathers throughout the whole wide world. Not a happy state of the Union, is it, as you think of the drain? You measure the capacity of our country, and you wonder at what point we come to grips with this ideological and fantastic force that menaces the freedom of the world.

Let's look at the fiscal state of the Union. Aren't you happy that we are wrestling with a tax bill on the floor of the Senate? The sessions begin every morning at 10 o'clock and they go all day long. The House, when it approved the bill, provided for $7,200,000,000 in addition to all other taxes, so that the take would be roughly $60,000,000,000.

A DRAIN ON THE UNION

I went to Washington as a humble Congressman in 1932, and the budget was $3,000,000,000. Today the budget is $71,000,000,000. Our progress in that direction has been marvelous so there will have to be offsetting taxes and sometimes they hurt.

Not long ago I looked up the word "taxes" in Webster. It has the most expressive definition of any word in the English language. It means to touch sharply. So you are about to be touched sharply.

The Senate hopes to hold the tax increase within the limits of the Senate finance committee recommendation of $4,900,000,000, but that is not hay, even in my native city of Pekin, Ill. We have a number of diligent souls on the Senate floor who say it isn't enough and so a full effort will get underway tomorrow to raise the bill to $9,000,000,000. Whatever it is, the take will be $60,000,000,000 and then, when you add state and local taxation for the next fiscal year, hold your hats! The total will be the staggering amount of $82,000,000,000.

I traced the course of what happened in Britain in ten years. Ten years ago our tax rate was rather modest. As a matter of fact, against $103,000,000,000 national income, it was only 15 per cent. This year it will be 31 per cent, and all I need say to you is that if it can jump from 15 to 31 per cent of national income in ten years, is there any reason to presume it won't jump to 40 per cent in the next five years? When it does, it will be just as high as the confiscatory taxes in Britain, and when it gets to 60 per cent, then you are in Joe Stalin's class because that is what he sweats out of his people.

EVER-PRESENT EMERGENCY

I think back to the shades of Woodrow Wilson. You remember, he said when the income tax act was put upon the books, "It is likely to be used only in an emergency," and we have had an emergency ever since. Corporate and individual taxes and excise taxes, all will be going up.

Of course, if you think of it in terms of take, it is still not enough since you are confronted with a deficit and the deficit is added to the debt. Your debt at the moment is $257,000,000,000.

A member of the Senate finance committee was willing to bet me that at the end of fiscal year 1953, the deficit will be $20,000,000,000.

That is how much we will go in the red, and you can envision a national debt that may go to $300,000,000,000. It is $1,700 now for every man, woman and child in the country.

It reminds me of the fellow who went to the hospital and by accident got sent to the maternity ward. Here were a lot of angelic bundles in baskets, each one properly tagged. Some of them were snoozing and some were squalling and bawling. He looked on for awhile and finally a nurse came along.

He said, "What makes the little brats squall?" She looked at him and said, "Mister, if you were out of a job and you owed $1,700 and your pants were wet, you would squall, too."

You owe $1,700 and maybe the time has come to squall, but I must impress this tax figure upon you. How much will it be? It will be the whole income of all the people in 20 states of the Union. That embraces four-fifths of the land area of the United States with a population of 62,000,000, including 22,000,000 workers.

That is what the tax take will mean. Don't you begin to wonder when we are going to run out of money because there is tremendous danger in it. Such a bill begins to bear down and kill incentive and it brings about the dilution of the dollar.

It disturbs me a little when the Chief Executive dedicates a building in Washington and tells about prosperity but fails to utter the whole case and tell about the dilution of the American dollar. Once it was worth 100c, but it is getting right close to 50c in its purchasing power.

We just gave the postal workers a $207,000,000 cost of living increase. We just gave the federal payroll a $430,000,000 cost of living increase. The pensioners, those on railroad retirement and the senior citizens on old age assistance, all are clamoring today to offset the dilution of the dollar that comes from a mismanagement of the fiscal affairs of the country. It is not a happy situation, but that is the fiscal state of the Union.

OUR ECONOMIC STATE

Then the economic state of the Union. You see, the normal state of the Union is a free market where people produce wieners or cold meat or hams or bacon or salt bellies or side meat or furniture or tractors. It doesn't make any difference. Producers of goods and services are free to do so and free to distribute and to sell them in the free market of America.

We have talked a long time about the free enterprise system, the free market of America where economic decisions are made 10,000,000 times a day by the people of the country.

If your wife goes to buy a can of pork and beans, and there is a variety she can get for 21c and another for 23c, when she reaches up to get the 23c can she has made an economic decision. It doesn't matter whether it was the price

or the label or the brand. When you buy meat on the hoof, or a purchasing agent buys 100,000 tons of scrap metal, for delivery over a period of two months, those are economic decisions. The greatness of America lies in the fact that it has been a free market where those decisions are made by the free born citizens of this country with the prices determined.

The free market in Britain has pretty well disappeared for when you can control basic materials — transport, coal and all the rest — everything that flows out of them is either directly or indirectly under control.

May I say to you tonight, and this is the thing in which you are most interested, there is a steady, calculated, deliberate, designed assault upon the free market of America.

Let me prove it. In 1940 the first Connally bill was prepared. It was introduced over the signature of Tom Connally of Texas and was a control bill. In 1942 when I was a member of the House of Representatives, we put controls on the books. It took a long time to take them off, over the hostility and the resistance of people in so many sections of the country.

In 1950 the Defense Production Act went on the books with standby control powers. In 1951 came the request, in the form of 47 pages of amendments to the Defense Production Act for power to do everything from condemning property to importing all kinds of materials and commodities, whether of the raw variety or otherwise. Then there was that all-inclusive power delegated to build plants, any time, any place, anywhere within a limit that is circumscribed only by the amount of money that would be provided by the Congress.

I left out one step, and I did it deliberately. A bill was introduced in February, 1949, 16 months before the boys moved into Korea, to provide a control system for America, even though war and police actions were remote from the thinking of the people.

Today we are moving in that system, and it is on the books, and we have what? A system of controls that doesn't control, but simply dislocates industry.

People often say, "How strange that you were the only member of the Senate banking committee that voted against the control bill and then voted against it on the floor and voted against the conference report."

A PHONEY STRAIGHTJACKET

That is not strange. I just will not dump my country into a phoney straitjacket, and that is about what it amounts to.

I want to prove the case. At a committee hearing on September 25, each member of the finance committee of the Senate got five minutes to ask Charles Wilson a series of questions, I asked Mr. Wilson, "Early in the game you set a wage ceiling of 10 per cent over a base of January 15, 1950."

He said, "That's right." I said, "Subsequently, you torpedoed your own ceiling." He said, "That is correct."

"You did it on individual industries." "That's right."

"You did it on mass industries like packinghouse workers, the maritime workers, some railroad workers and others." He said, "That is correct."

"You have some cases pending before the Wage Stabilization Board." He said, "That is right."

I said, "How many?" He said, "I don't know."

I said, "I will supply it for you. Over 5,000."

I said, "On August 3 you issued another order. You are going to recognize the escalator clause in wage contracts and grant those increases if they are voluntarily negotiated."

He said, "That is substantially correct."

I said, "Mr. Wilson, when that comes about, it has an effect upon parity."

He said, "That is substantially right."

I said, "And after parity calls for an increase in commodity prices, there will be another round of wage increases."

He said, "I presume so."

I said, "What you have done, Mr. Wilson, is to manufacture an inflation engine, and you have lost control of the engine." What was his answer? He said, "We know we can't stop inflation. We can only slow it up."

There we are today, as a result of controls that will not stop inflation, but simply slow it up. As it does that it will dislocate every industry of any consequence in America. You know out of your own experience that your slaughter may have been 10,000 a week, and then it goes down to 4,000, or your cattle run may have been 1,500 a week, and finally winds up at 700. You can scarcely make even the overhead on that kind of a basis.

That is the economic system that we are moving toward. How long will it be? I know how long it took to get controls off the books before. Every member in the House and Senate was inundated with mail saying, in effect, "Look, we like this kind of a straitjacket. We are willing to surrender our liberties if we can only get freedom from poverty."

When you get that kind of thinking in a country, look out, because you are on the road that may mean the ultimate collapse of freedom and disaster for the only free republic on the face of the earth.

One more thing. There is the foreign state of the Union. There is the fiscal state. There is the economic state, and then there is the moral state.

MORAL STATE OF UNION

We have people who take some glory in the title of the new liberalism. In short, that means being liberal with the other fellow's money. The idea is, of course, and they cherish it honestly and earnestly, that there should be concentration of power in the federal government, even where it vitiates state power. To accomplish that, and to give direction to people in all fields of endeavor, you must do it within the political framework. You must go back to people and get them to vote the authority and keep that kind of a mind in office. To bring that about the public must first be conditioned by propaganda.

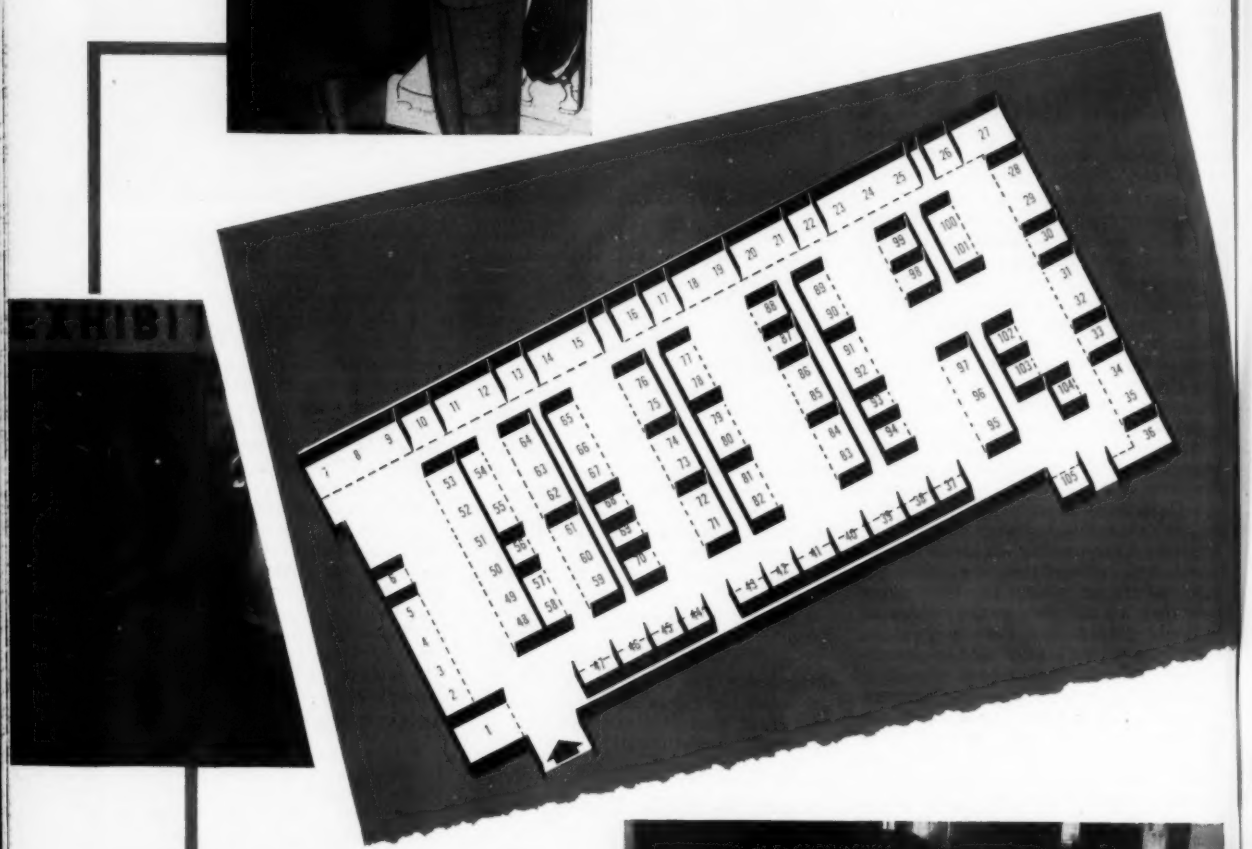
Such new liberals must twist the meaning of the word "freedom." What does it mean today in many quarters? Not the positive freedom of the people who gathered in Philadelphia and fabricated a framework of government dedicated to the safeguarding of individual liberties. No, it is freedom from, not for. Freedom from fear, freedom from instability, freedom from the inundations or the undulations of depressions and prosperity. It is easy.

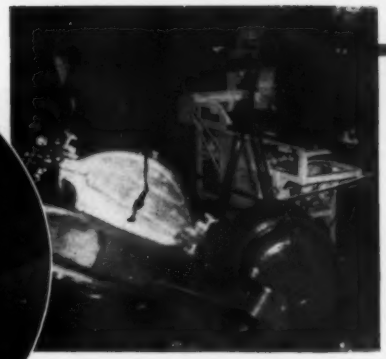
It can be accomplished overnight.

(Continued on page 217)

LEFT TO RIGHT: E. A. Ross, sales manager, Philadelphia; Allan C. Mayer, plant manager, Davenport; Robert M. Bolz, plant manager, Double-O plant, Chicago; Oscar G. Mayer, president, all of Oscar Mayer & Co., Chicago; Chris Finkbeiner, president, Little Rock Packing Co., Little Rock, Ark. Harold Jaeke, manager, Philadelphia office, and Fred Gunkel, hog buyer, both of Oscar Mayer & Co., Madison Wis.

Through the Exhibit Hall





THE exhibition of packinghouse equipment and supplies at this year's AMI convention was a super three-ring circus and the "gate" showed that all the packers "got into the act" and had an informative and enjoyable time.

Compared with previous exhibitions, this year's show was marked by color and dynamic movement, demonstrating that many suppliers have adopted the "how it works and what it does" technique for promoting their products. In many cases the material and equipment on display indicated the direction in which the industry will progress in the years to come.

An indication of the splendid attendance in the exhibition hall can be found in the fact that there were over 1,700 entries in jumbo sausage weight estimating contest staged in the booth (see below) of the Institute's natural casing committee. The prize, a movie projector, was won by Mrs. Rose Mary Robbins of the Nat Buring Packing Co. The natural casing sausage display was staffed by representatives of a number of packing companies and was under the direction of W. B. Walter of Armour and Company.

Visits to the exhibit hall and 105 booths of 65 exhibitors were stimulated by free souvenir photos taken at the gate (350 conventioneers got them); daily "quiz" and other contests. In the photo at top right, Jack Milton, who ably handled exhibit arrangements for the AMI, is giving a prize to one of the contest winners, Jack Hagberg of Miller Wrapping & Sealing Machine Co. Another big "quiz" winner (circled above) was Fred Hedwall, sausage superintendent of Clauss & Kraus, Sacramento, Cal.

Other random shots of the exhibit hall on these two pages show conventioneers visiting the booths, sampling sausage, examining equipment and helping out the organist with a little close harmony.

Dinner Dance Gay Affair

FLOOR SHOWS come and go, but the one staged at the convention's annual dinner dance on Friday evening will be long remembered by the hundreds who filled every available table in the Palmer House's Red Lacquer Room. Gene Sheldon, the zany looking gentleman (upper left), put a magic finishing touch to the show with his banjo wizardry and side-splitting pantomine routine.

Other acts included the Allan Sisters, sophisticates of song; The LeRoy Brothers, puppet men extraordinary; Rochelle & Beebe, comedy dance team, and Lebrac & Bernice, who performed incredible antics on a unicycle while dodging the chandeliers. After the applause and laughter subsided, the conventioneers danced away the evening to the music of Benny Sharp and his orchestra. All the acts were thoroughly screened by Institute representatives at some time before the show. Vern Schwaegerle, advertising manager, headed the dinner dance committee for AMI. Photographs on this page were made by the NP cameraman.

Just put America in an economic deep freeze, and you have done the job.

As the new liberals pursue that idea, you come to something that should frighten everybody. Dr. Nourse has spoken of the military way of life. I call it the garrison way of life. He also speaks of inflation as a way of life.

That is the ultimate end, end when you go along with that, you must go along with controls and a powerful government that directs people in all their endeavors and in all their energies.

Ten short years were enough to accomplish it in one country. How long before freedom is liquidated in America within the framework of a free system and a system of free elections?

THERE IS SOME HOPE

There is some hope. If I didn't feel so, I think I would collapse from sheer frustration. However, there is hope for the very good reason that the collective system today has made a record that we can assail and hold up to our people and say, "Is this the destiny of a great country, chartered 164 years ago, that has carried on and on in a free climate to the point where it has conquered drudgery, conquered space, time, disease and all those things that bother us as creatures?"

Everybody talks about strength. One man's notion of strength is allies and using the federal treasury to buy good will everywhere and to put some symbolic divisions in different corners of the earth.

It may be, but it is not my idea of the strength of America. Forget a lot of things, but chew over this one tonight. The strength of America is here at home, and when it fails there, that is all that Joe Stalin will need to move. The advantage of our atomic lead will go by the board because they have scientists in the Soviet Union. Insofar as we know, they have the atomic bomb today. I don't know how many, but it is a fair presumption that they have them.

The advantage of those things will pass, and then you come back to the one fundamental and irreducible strength of this country. What is it? It is its free, vital, robust and resilient system. The one thing that deters Joseph Stalin and his millions is the fact that to win against America he would have to win in a blitz. He knows that we have the productivity of free people driving machinery that comes out of the talent and the resources of American brains, and you can't match it in a controlled system. It must be free.

That is why this is religion with me. You can't live in the atmosphere of the nation's capital, and see these forces unfold, and see the country moving down that dismal road without shuddering at the thought and wondering what kind of a destiny there will be for your own kith and kin.

I have a youngster 23 years old who works in my office without pay. All I want for her is the same opportunity that her father had, to come out of blue jeans in a country school in a little town with 5,000 people and to have the country give him a chance.

HOLDING THE SPOTLIGHT at the center of the speakers table during the annual banquet, Illinois' Senator Everett M. Dirksen prepares to launch his attack against "planners and controllers who have developed an inflation engine which they can no longer control."

HOW WILL WE SAVE IT?

How are we going to save it? By constant scrutiny of the state of the Union and, having scrutinized it, and assessed and evaluated those forces, by becoming richly vocal and letting no consideration deter us from so doing. That is the price of freedom.

I would like to wind up by telling you an incident that happened in 1945 when I was in Palestine. I had my driver take me down along the Dead Sea. I said, "Jack, I want to go down where Sodom and Gomorrah were located."

He said, "Oh, there is nothing there." I said, "I didn't expect there would be, for when the Lord says he will visit divine punishment upon communities for their iniquity and their wickedness, I didn't expect there would be anything."

When we got there, there wasn't. Then I got out the Book. I read the story of that old salesman, Abraham, bargaining with God for the life of the two communities of Sodom and Gomorrah. Can't you imagine that! With all his eloquence, addressing himself to the spirit of that all persuasive being and saying, "If I find 50 righteous people or 40 or 30 or 20?" But he couldn't find a handful, and so two communities had to be destroyed.

Do you think there were ten righteous people in two flourishing communities like Sodom and Gomorrah? Not so much as ten? Nonsense, there were plenty of righteous people there. But they got so busy with their own devices that they forgot to be vocal and Abraham couldn't find them.

The assault upon the free market is under way. It is just as subtle as the blue haze of an autumn afternoon, but we can see the pattern spelled out every day as we lift our eyes and see the liquidation of human freedom in all the corners of the earth and, in some cases within the framework of the free system. What is the answer?

Be vocal; the time is growing late.

It happened in Britain in ten years, and don't believe that Winston Churchill can unscramble the egg if the Conservatives win in October. The process has gone so far that that is too much to expect, and you will not hear him say that he will unscramble it. That way is the dismal path.

Shall it be the long and unending night in the days ahead? Or will it be the glory of new progress and the kind of thing we like to transmit to our children unsullied as the trustees in this generation?

We are a generation. We are the trustees of America now. The elements of a trust are, first, the body of the trust, whether it is 100 shares of stock or a 160-acre farm in Minnesota. Second, a trustee who can administer, and he will have some transient benefits, but more important, in the eyes of the law, the beneficiaries of the trust. Who are they? Two hundred fifty thousand youngsters who are slugging it out tonight in Korea, plus 30,000,000 more who went back to school again a few days ago. They are the generation that comes on.

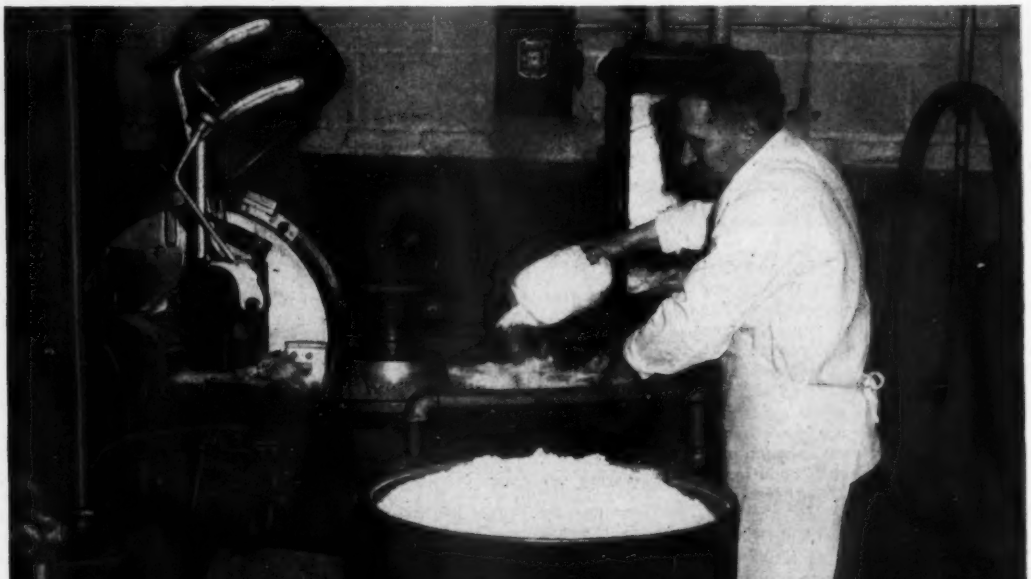
What a challenge that we preserve a free America for the beneficiaries, many of whom can't be back right now.

Don't forget, two weeks ago they put a tag on a boy whose young body was no longer throbbing with life. He was the one-millionth casualty since and including the Revolution for America. One million lives on the altar of freedom!

Do we stand by and say, "Oh, what's the use? It's going to vanish and disappear anyway." Or, do we find a resurgence in our souls to match it and follow what they did a long time ago in giving us a free country and say, "We, too, shall be vocal for the continuing destiny of this, the greatest country on God's footstool."

The Switch is Now to PROAT!!

Sausage Makers ARE Showing Larger Profits With Its Use



PROAT BINDER *Is Your Answer!*

PROAT BINDER absorbs twice its own volume or four times its own weight. The protein exceeds that of many cuts of Beef or Pork.

Proat Binder is S-M-O-O-T-H and you can POUR IT IN and not taste it. It is unlike many cereals that have a decided flavor when just a little too much is used.

Costs but a bit more than ordinary cereal binders—

SAVES UP TO 4¢ PER POUND OR MORE

on the finished cost, and last but not least there is a positive improvement in the flavor and texture.

We cordially invite you to try a small sample drum at our expense. You pay the freight only.

MEAT INDUSTRY SUPPLIERS

4432-40 South Ashland Avenue **Chicago 9, Illinois**

CREATORS AND MANUFACTURERS OF FINE FOOD SEASONINGS

ALONG THE SUPPLY LINE

1. The Visking Corporation representatives. Seated: J. V. Milio, western district manager; Alec Chesser, southern district manager; Fred G. Adams, assistant sales manager; H. A. Lotka, sales manager; D. B. Chesser, eastern district manager. Standing: Maurice D. McGinnis; Charles B. Wheeler; R. M. Marshall; W. R. Hemrich, advertising manager; Ken H. Nissen; E. Warner; E. Milligan; R. J. Wells; T. H. Tompkins J. A. Ruby; W. J. Megginson; Don Roberts; Gene Reedy, merchandising; W. H. Ade; C. W. Whitford, district manager; M. W. Toepper; R. E. Zerby, and K. M. Reynolds.

2. Members of the casing division, Wilson & Co., Inc. Seated: Jim O'Donnell, John Munro, assistant manager; Al Wilson, manager; Roger Franz, and Mike DeBella, all of Chicago. Second row: F. J. Bauer, Cedar Rapids, Ia.; R. C. Schoen; J. J. Robinson, Los Angeles; L. M. Batkiewicz, Syracuse; F. G. Wallace, Oklahoma City; R. H. Lubiens, Albert Lea; John DeVoe, Boston; L. C. Sauter, Minneapolis. Back row: N. C. Sapsford, New York; Ellis Bryant, jr., Kansas City; Donald B. Christman, Philadelphia.

3. The Allbright-Nell Co. representatives. Seated: Norman J. Allbright, Dr. A. O. Lundell, John G. Albright, Ralph W. Illsley, Harold A. Scherer. Standing: John Flanagan, K. D. Kubaugh, J. R. Wainright, H. O. Hague, F. E. Oldenburg, J. H. Shaffer, H. K. Lindstrom, H. L. Olson, H. A. Wright, Bert S. Harrington, Tom Waller, L. E. Lambert, Lou Crawford, F. C. Gribbon and T. E. Christensen.

4. Seated: Jake Akins, F. J. Potts, W. E. Kicker, J. P. Swift and P. G. Phillips. Standing: Marty Phee, A. R. Goodson, M. L. Vinaas, J. E. Brown, Roy L. Storck, Jos. L. Altenau and James W. Jones, all of Custom Food Products, Inc., Chicago.

Mexican Meat Exports Gain This Year; U.S. Big Buyer

Exports of principal Mexican meat products during the first six months of this year showed a sharp rise compared with shipments over the same period of 1950. Figures compiled by the U. S. Department of Agriculture showed a total of 33,788,000 lbs. of meat products exported, with a value of $4,912,446 compared with 31,028,000 lbs. valued at $3,123,868 shipped out of that country last year, during the first six months.

Of the total poundage of processed meat exported by Mexico during the period under comparison, 32,661,000 lbs. or 97 per cent was classified as "chilled or frozen meat." The United States was a heavy buyer taking 18,441,000 lbs. or 56.4 per cent of the total. This was listed as "boneless cured meat packed in barrels." Mexico also exported 8,724,000 lbs. of frozen meat to Greece.

Shipments of the export fraction translated as canned meats fell from 13,195,000 lbs. during the first half of 1950 to 459,000 lbs. over the corresponding period of this year. Of this amount, the United States bought all but 3,000 lbs. according to the report. The United States was also the chief buyer of preparations with a meat base. But here again, figures showed a sharp drop from 5,589,000 lbs. to 611,000 lbs. for the periods under consideration.

Almost too good to be true!

Remember the kid down the street your mother always used as a model for you? He was almost too good to be true!

Now, Patapar Vegetable Parchment also may seem almost too good to be true. Imagine a paper that's strong when wet, that can be boiled and remain beautiful, that is grease-resistant, odorless and tasteless.

Hard to believe? If so, we invite you to send for full details about Patapar. Standard weights and types of Patapar take care of most needs. However, when special qualities are required, such as extreme grease-proofness, special types of Patapar are recommended. Altogether we've developed 179 different types.

If you anticipate some future use of Patapar, now is the time to get the complete story. Write today for Booklet T, "The Story of Patapar."

This Keymark, nationally advertised symbol of wrapper protection, can be included on printed Patapar wrappers.

Paterson Parchment Paper Company

Bristol, Pennsylvania

Headquarters for Vegetable Parchment since 1885

West Coast Plant: 340 Bryant Street, San Francisco 7, California

Sales Offices: 122 E. 42nd Street, New York 17, N. Y.
111 W. Washington Street, Chicago 2, Ill.

GOOD FOR:

Ham wrappers
Sliced bacon wrappers
Butter wrappers
Lard wrappers
Can liners
Ham boiler liners
Tamale wrappers
Sausage wrappers
Margarine wrappers
and many other uses

Patapar is furnished plain or beautifully printed in one or more colors.

Patapar
REG. U.S. PAT. OFF.
HI-WET-STRENGTH
GREASE-RESISTING PARCHMENT

Accounting Section

(Continued from page 193)

until the finished packages are stacked. Compare this with the handling of the facts and figures about the meat and its products.

There is constant human handling of either the figures themselves or of paper on which the figures are recorded. Because of this condition we overburden our clerical staffs with tons of paper and miles of red tape—if we insist on correctness in the figures.

We have a means now to insure that correctness without the need for back-breaking effort. Instead of paper and red tape we use a metallic tape for all internal operations. Information in the form of purchase orders, checks, time cards or bills can be received in conventional form and converted to a pattern of magnetic dots on metallic tape.

After all the office work is completed using this tape, the required information can be converted automatically to printed purchase orders, checks, invoices or reports. With this type of system the manual operations are reduced to a minimum.

You may ask why these same results cannot be secured using something other than the metallic tape. The metallic tape has certain characteristics which fit it for use with electronic equipment. We need to use electronics in an automatic system because we can do things faster and in less space than with anything wholly electrical or mechanical.

Fastest Automatic Method

Information can be read from or written on metallic tape at the rate of 10,000 characters, either alphabetic or numeric, per second. The fastest speed of reading from and writing on any other type of media which provides automatic processing is about 250 characters per second.

The metallic tape can be erased. One reel can be used between 700 and 1,000 times. Each time different information can be placed on it. This characteristic is the same as that of a voice recorder.

There is no limit to the amount of information which can be recorded for one transaction or account. One account can occupy 120 columns and be followed by an account using 100,000 columns. Nothing gets out of place. The tape keeps the items in their sequence in the same manner as microfilm. Yet sorting presents no problem. When we sort information on one reel of tape we reproduce it in the desired order on another reel of tape.

One reel of metallic tape, 1,500 ft. in length, can contain 1,440,000 characters. This is the equivalent of 16,000 to 18,000 punched cards. The reel is eight in. in diameter and the tape about ½ in. in width. In three minutes all of the information on a reel of tape can be read and reproduced.

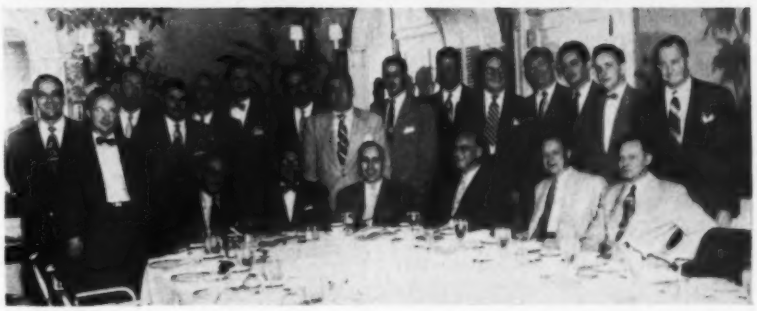
Two types of units are in use to convert information to the metallic tape—the Unityper and the Card-to-Tape Converter. The Unityper is a typewriter keyboard machine. As the operator depresses a key, the coded pattern of magnetic dots is placed on the metallic tape. The Card-to-Tape Converter converts information from punched cards to metallic tape at the rate of 350 words per minute. Studies are being conducted to provide for automatic recording on metallic tape when it is feasible. As many of these units as may be required can be located at any point. They are not connected with Univac.

After the information is recorded on tape, the reel is placed on a Uniservo. This unit is connected by a cable to the Univac. The Uniservo is used to read the tape and convert the information to groups of electronic pulses which are processed by Univac. It can also perform the reverse operation in recording the results of the processing. Ten Uniservos can be used at one time in any combination from one reading and nine writing to nine reading and one writing.

The Univac performs and checks 1,900 additions of 11-digit numbers per second. It compares for either equality or greater than, at the rate of 2,700 values per second. At least 2,000 different operations can be performed by the Univac per second. These operations cover every logical or mathematical step. Because of this, every problem which can be spelled out in simple steps can be handled by the Univac calculator.

After the results of an operation are recorded on metallic tape, the tape is placed on a Uniprinter. This unit converts the pattern of magnetic dots to printed characters. Any format can be used. Printing is accomplished at 10 characters per inch of line and six lines per vertical inch.

With a system of this type, management can find out more about the sources of its income and the disbursement of its earnings than with any other type. Guesswork can be taken out of figure work. Clerical help can be relieved of most of the paper-handling operations performed. In the past, every new wish of management caused more drudgery. With a Univac Fac-tronic System these changes require changes only in the plan of operation. Once the plan is developed, the equipment takes care of the rest.



REPRESENTATIVES OF The Globe Co., Chicago. Seated: Leo J. McQueen, sales manager; Frank J. Bilek, vice president-engineering; Russell L. Gambill, executive vice president; C. D. Bonifield, vice president-production; L. L. Campbell, chief engineer, and George L. Hoyt, vice president-purchasing. Standing: W. D. Moorhead, Jake Lissner, L. R. McQueen, Karl Axelson, Ken Bard, Dick Harris, Chuck Deverick, W. J. Worcester, H. Kollmorgan, Robert Byrnes, and John W. Hill, director advertising and promotion.

TRANSPARENT PACKAGE CO. representatives are shown here. Seated: Larry Tauber, vice president; Reece Stigler, vice president and sales manager; Omar Snyder, vice president; Seymour Oppenheimer, president; Ernie Webster, manager, Toronto; and Harold Kenna, assistant sales manager. Standing: Hank Flonacher, B. W. Fraser, Frank S. Heilbronner, export manager; Don Barraca, Dave Bostrom, Ray Meserve, K. C. Boyd, Toronto; Marty Lynn, Dick Weinman, Bill Fredricks, Ray O'Brien, Bill Collar, Gary Rabiner, Chuck Hutchison and Chet Wolf.

Stark: Giant is too Small

(Continued from page 116)

last year was a good earning year for that company? I'm firmly convinced that the people of this country respect success just as they have contempt for greed.

It would be as unfair as it would be inaccurate to suggest that managers in our industry are not trying to make a profit. But I do suggest that, after many years of inadequate earnings, all of us may develop a tendency to accept a 1 per cent black figure as about what we can expect to aspire to. Certainly, if we accept that as tops, we won't have the drive it takes to improve the situation.

What I ask is that the members of this industry recognize the importance of individually making a new effort through a greater efficiency to bring about a modest improvement in its earnings position, for the present to whatever degree controls will permit, and in the future as general conditions will permit.

I remind you that under a free economy, more favorable earnings for our industry will not be thrust upon us by others. We have to create them ourselves. This calls for an industry composed of individual companies determined to be in business for something more than the joy of business exercise. We can paste this in our hats —the people of this country prefer to work for well established and prosperous companies. They prefer to buy from dependable and prosperous companies, and stockholders to invest in companies which have a record of earning a relatively good return.

WE MUST CREATE EARNINGS

If we are to cherish for a single instant the goal of 29,000,000,000 lbs. of meat per year by 1960, we must realize that it can be worthwhile only if the meat industry operates at a profit.

3. Capital for Expansion—In order to reach our goal by 1960 we must expand the production facilities of our industry. The giant is too small for the big job ahead. We will need more long-term capital because we shall need new buildings and equipment. We will need more working capital because surely we shall be operating with a relatively high price level, due in part to the farm price support program.

But availability of expansion capital is inseparably tied to industry earnings. If you have tried to borrow long-term money lately you know what I mean. Long-term money for the purposes of financing expansion and improvement of facilities has always been relatively difficult for meat packers to obtain, as you well know.

Why? Because our industry has a historically poor record of earnings in relation to its capital investment and dollar volume. When you add to this fact that what we build with long-term money are single-purpose facilities not easily converted to other purposes, you have a combination which drives the people with money to loan for expansion to safer places.

When you consider that banks, insurance companies and other sources of long-term money, other than stockholders, are getting close to or have reached their current lending limits, you can readily understand how our industry's earning record is likely to work against us.

The personal integrity of the men who own or manage the businesses which make up our industry has probably had almost as much influence with lending agencies as the value of our physical properties. But there can be no substitute for adequate and regular earnings to attract investment capital and to permit us to compete in the money market, on a more equal basis, with other American industries.

As individuals, we have an understandable right to expect to improve our income as our learning and abilities increase and as the amount of our contribution to society is increased. Is there anything wrong in applying this same principle to our industry? Let's throw away the apologetic and defeatist attitude which leads us to boast about how poor we are.

WANT FAIR PAY FOR JOB

As a first step, let's tell the public we intend to get fair pay for the service we perform. If we tell them the facts of our situation, we may encounter surprisingly little opposition. What's more, it may be just the thing to jar us sufficiently loose from our old habits to start things moving in the right direction.

4. Getting the Livestock—The meat packing industry and the livestock industry are bound up inseparably together because it is the livestock producers who feed this giant of ours. This union affects the welfare not only of breeders and feeders of livestock but thousands of farmers who raise the feed for the animals.

BESIDES HER gold emblem in recognition of 50 years in the meat packing industry, Mrs. Wm. A. Johnson was given an orchid at the ceremony honoring veterans. She is the only woman to be honored in person at an Institute convention for serving 50 years in the industry. She has been president of the Standard Sausage Co., Minneapolis since her husband's death in 1939.

A 30 per cent increase in volume by 1960 for the meat industry cannot be accomplished without a commensurate increase in livestock production. A 30 per cent increase in livestock is not produced overnight as we all know. If we are serious about reaching our goal by 1960, let's say so right now! Let's let the livestock producers of this country know what we need in the way of livestock to reach it. Then they can set out to provide the meat animals we will require and know that the market will be ready for them when they mature.

Even though we are bound up inseparably with the livestock industry, we cannot avoid recognition of the fact that we exist in a "buyer and seller" relationship with livestock producers. But in a larger sense we are partners in the same enterprise—the American meat business.

Livestock won't be produced in sufficient amounts if producers lack faith in the meat packers or agencies of government which affect them directly, and also, of course, unless they can produce at a profit. Good relations with livestock producers can best be developed on an individual company basis. Every single one of our companies has a vital stake in developing and improving this relationship and none of us has done all that we can in this direction.

DON'T PASS THE BUCK

Let's resist the temptation to "pass the buck" to the livestock producers when shortages occur. Let's try to understand their point of view when they fight their battles with the economic planners who seem to think livestock production can be turned on and off, at bureaucratic command, like water from a faucet.

5. Manpower—Because of the very nature of our business, we require large numbers of people embracing a wide range of training and skills. In order to expand our volume 30 per cent by 1960, we must attract more people to our industry, since it is unlikely that we can handle such an increase in production through additional mechanization within so short a time.

During the period in which we expect to accomplish a 30 per cent increase in volume, we will undoubtedly encounter one of the liveliest periods of competition for manpower our industry has ever experienced. With a big program of defense production and a high level of business generally, we probably will have close to 66,000,000 people employed in the United States by the end of 1952. The armed services are expected to take a lot more people during the same period.

It should be obvious that in such a situation, we cannot afford the luxury of wasteful use of manpower. We must develop better personnel administration and better job training programs. If we do, we should be able to get up to 10 per cent more efficiency in the use of our manpower. That's a lot better than adding 10 per cent more people

IT'S AN AIRTIGHT CASE

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Guard the delicate flavor of your meat products and keep them in tip-top condition. Conservation—so important in today's defense economy — demands the best in packaging protection for perishable meats. No wonder so many packers depend on Continental cans.

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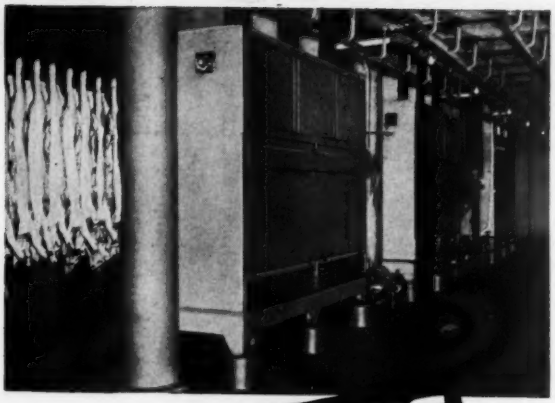

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Like meat plants and food processors from one end of the country to the other, Dubuque Packing Company has found that it pays to use Vilter refrigeration equipment. In plant after plant, you find Vilter re-ordered time after time for 10 years, 30 years, or 60 years . . . because these plants know that Vilter saves them money in upkeep, in operating costs, and in lack of wasteful "down-time."

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because it pays off in improved earnings.

Our job training programs must teach the "why" of the job as well as the "how." They must try to develop an attitude toward the job which results in "plus" production—an extra you get when an employe has his heart in his job. The fact that such an attitude is harder to cultivate than it used to be is no reason to give up trying. Perhaps you read the statement published in a leading magazine a few months ago—"The reason a dollar won't do as much for people as it once did is that people won't do as much for a dollar as they once did."

Because wages represent such a large proportion of the cost of our finished products these days, it's more important than ever to have capable men in charge of personnel administration. We don't hesitate to pay a good salary to a skilled processing man to get his knowledge of formulas and methods. But some of us may overlook the fact that an inefficient administrator of personnel can lose us money faster than the greatest processing genius can make it for us.

Our industry pays its workers well by comparison to other major industries. We will have to continue to pay employes well in order to get them and hold them. And we'll have to continue improving the conditions under which they work. Most of our plants are vastly improved over those of 25 years ago, from the standpoint of safety, health, and pleasant working surroundings, but we aren't through yet. Our friends from Ottumwa can tell you the employes aren't through asking either.

LEFT TO RIGHT: Col. Roy A. Wall, subsistence purchasing; Capt. G. R. Brines, procurement officer, canned meats; Commander H. R. Mellon, navy liaison, all of QM Depot, Chicago; Harold Melcher, president, Royal Meat Products Co., Kansas City, Mo.; Jack Miller, vice president, Trenton Foods, Inc., Trenton, Mo.; Arthur S. Davis, vice president, Dorset Foods, Ltd., Long Island City, N. Y.

KEY MEN CRITICAL PROBLEM

One of the most critical personnel problems in our industry today is attracting and holding key men. And this is a problem which is also tied directly to the earnings position of this industry. Too often we have to ask men with executive ability to market their talent to this industry for less than they might command in some other field.

Sometimes, when the results are unsatisfactory, you must, as I do, wonder what it is that makes a man with vision and management ability want to become a meat packer. I have considerable respect for the kind of managerial talent which is represented in our industry. In relation to the risks which you must take and the skill which you must possess in order to guide your companies safely through the problems of this industry, I consider that, as a general rule, you are badly paid.

That doesn't make me feel sorry for anybody here. It makes me mad, because I'm convinced it's unnecessary. And I don't think your customers or your public want it that way.

6. Improving methods—No one will argue against the assertion that this industry needs to constantly improve its methods of operation, make better use of available personnel, and turn out better products more efficiently at a fairer rate of profit.

When we talk to one another we're inclined to think of ourselves as being fairly progressive. If you think you are—just get one of the big equipment manufacturers in a confidential mood, and you'll soon discover that we are considered to be one of the most backward industries anybody ever tried to sell a new idea to. We must have earned a reputation like that or it wouldn't be so universally applied to our industry.

We may be suffering from a heavy dose of "idea in-breeding." We have been borrowing methods from one another so long we've begun to borrow one another's mistakes. Perhaps we might better take a good look into other industries to see if there are methods which we may adapt to our business.

INDUSTRY DOES SHOW PROGRESS

A good many years ago the automobile industry came into the packing plant and swiped our continuous production line idea from our killing operation. So far as I know the score is still uneven. Surely there must be something in an automobile plant that we can swipe in return. And a thorough combing of other food industries should yield some good ideas.

We should be encouraged by the acceptance of a few rather revolutionary ideas in the industry, notably in curing and other processing. A good many of our industry's operating men have ideas for improved methods. It's up to the management men of the industry to provide the right climate for the development and application of these ideas. Too often we are the ones who are married to antique operating methods.

We may have been inclined to give up on new ideas because they may not have worked out right away. Improving methods in a broad manner throughout a meat packing operation is tough work, time-consuming and expensive, but it pays off and we cannot run away from it if we would reach our goal by 1960.

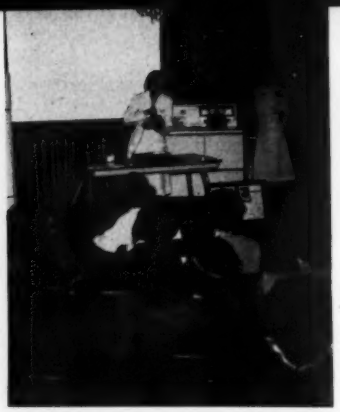
OPEN-MINDED WITH SUPPLIERS

Along with improving methods we have the job of maintaining good supplier relations. This is a matter for each of our individual concerns. One of the most important things we can do to improve supplier relations, and to help ourselves at the same time, is to be more receptive to supplier ideas. We need to have more liberal attitudes toward sharing the cost of development work for new equipment and new ideas. Our industry must plead guilty to charges that we not only resist new ideas, but too often we expect the suppliers to stand all or nearly all of the cost of developing improved equipment and processing methods for our industry.

7. Public Relations—All of us have a problem of improving consumer, dealer and employe relations in the trade areas we serve. It is absolutely necessary that we find some means of producing friends faster than our adversaries make enemies for us. That means that we cannot expect the American Meat Institute to handle the whole job of public relations, although they have done and are doing a splendid job in this respect.

We know that the government publicity agencies are telling the consumers the OPS side of the price control con-

With the Women



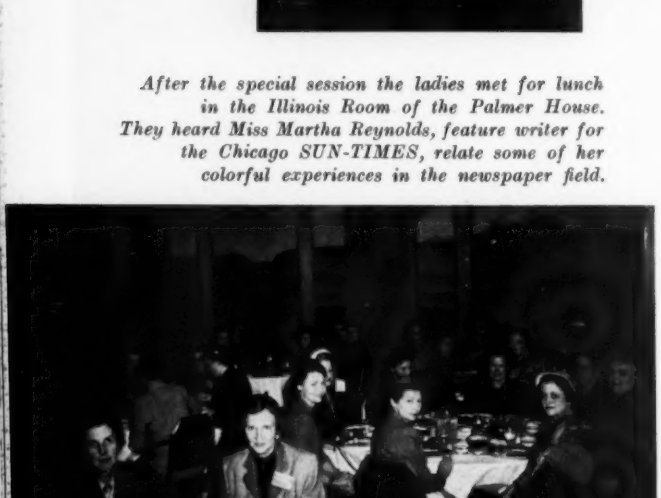
Mrs. Monica Clark, AMI home economist, shows proper method of inserting a meat thermometer in a roast.

LADIES AT the convention took their choice of one or all of the varied events planned for their stay in Chicago. On Friday they toured the famous Museum of Science and Industry. Monday they went to Marshall Field & Company for a luncheon and style show.

The climax was the special session Tuesday morning designed to give them an active part in the annual meeting. The program started with the Institute's color film, "This Is Life." Then AMI home economists demonstrated the latest techniques in meat preparation.

A door prize, a Marshall Field merchandise certificate, was won, appropriately, by Mrs. Arthur Sears, Elkhart (Ind.) Packing Co., for she was celebrating her thirty-ninth wedding anniversary. E. D. Henneberry, Hull & Dillon Packing Co., was a speaker.

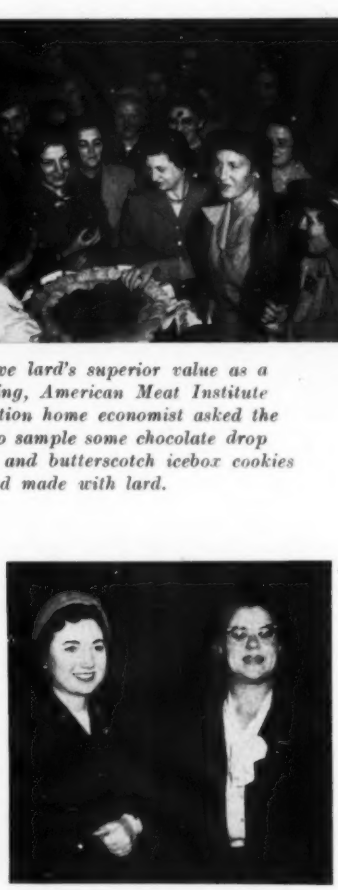
After the special session the ladies met for lunch in the Illinois Room of the Palmer House. They heard Miss Martha Reynolds, feature writer for the Chicago SUN-TIMES, relate some of her colorful experiences in the newspaper field.



To prove lard's superior value as a shortening, American Meat Institute Foundation home economist asked the ladies to sample some chocolate drop cookies and butterscotch icebox cookies they had made with lard.

Mrs. Beth Bailey McLean, director of home economics, Swift & Company, and Mrs. Thora Campbell, assistant director.

Some of the country's leading home economists attended the women's session Tuesday, including Helen Wolcott and Reba Staggs, director, department of home economics, National Live Stock and Meat Board.



The ladies' registration desk provided a convenient place to meet friends and to get information on events in Chicago. When this picture was taken Mrs. George Fuchs, Peters Packing Co., McKeesport, Pa.; Mrs. Timothy Halpin, Rochester, N. Y., and Mrs. M. J. Ryan, Preservaline Co., St. Louis, had just registered. Seated at the desk are Arlette Nicol and Jacqueline Kellon of the AMI.

troversy. They are telling them with skill, if not with complete truth. Perhaps you saw the recent article on the subject in the Wall Street Journal, which I quote in part:

> "Washington—There's a trick to being a good price controller. You musn't rub the public the wrong way. That's the gist of a set of instructions the Office of Price Stabilization is passing around among the dozen or so press agents and writers in its new division. The instruction labeled 'Copy Problem No. 7' is designed to keep the information men up to date on OPS policy.
>
> "The first thing the price control publicity men have to watch out for is 'positive statements that OPS has stopped or can stop inflation.' The agency's writers are cautioned to avoid overzealousness in this respect. 'We are not justified in making such positive claims,' the problem explains.
>
> "Another thing the price control spokesmen have to be on their guard against is references to 'extra money.' According to latest OPS policy, 'the average consumer doesn't have extra money.' The writers are urged instead to speak of 'additional earnings' and 'added purchasing power.'

"'OPS has been criticized for wanting to perpetuate controls,'" according to the policy statement. It is suggested the newswriters be very delicate in their choice of language in order to clear up this impression.

The price control newsmen are also warned to watch their step when talking about "defense spending." Noting that this is a sore point to some, the policy statement suggests using "defense production," with the emphasis on "production" rather than "spending." How are we answering their propaganda? Are we, in our individual businesses, accepting every opportunity to provide speakers for various dealer, employe and consumer clubs and groups to explain the meat industry views on price controls? Have we, as individuals, done everything we can to get people in these groups who favor our position to act on their opinions and express them to their representatives in Washington?

Let's be sure we tell our dealers the facts about our business. Let's remember that dealers are businessmen too, and, while they have their own problems, they'll join our fight if they think we are right.

We make it a practice to write to our dealers regularly and talk to them in personal calls, not only about buying our products but also about the problems we face, because we feel they have a stake in those problems. Certainly, we have no right to ask for their support if we don't give facts.

We need to teach the facts of our business to our employes—why the free system of business is better for them and us than a system of state paternalism.

If we would successfully avoid increased government centralization and more strangling control over our business, we must do more than repeat to ourselves our conviction that the free enterprise system is best.

A part of the price for freedom which we must pay includes the education of our own employes. No one else will do it for us—that is, no one who represents our view.

Public relations is an industry-wide problem but it may be most effectively dealt with at local levels where our local influence and closeness to the people may be brought into play. We must have the public with us to accomplish our goal by 1960.

8. Selling—This one problem alone is so important in any plans to increase our industry's business 30 per cent by 1960 that we could well spend an entire morning discussing it—and selling is one of my favorite subjects.

Last year at our convention John Milton, of the Institute, played some recordings of "candid microphone" interviews between meat packer salesmen and dealers. None of us should have been happy about what we heard.

While the number of interviews recorded was limited, making it risky to project the results for an entire industry, I think there is some significance in the fact that only one of those interviews revealed the kind of selling we'll need to increase business by 30 per cent.

I believe it was Red Motley who said that "In America nothing happens until somebody sells something to somebody else." If our industry is to expand 30 per cent by 1960 somebody is going to have to sell 30 per cent more meat than has ever been sold before. The public just isn't going to take it away from us.

The Institute education program is doing a remarkably fine job in conditioning the buying public to the desirability and advantages of consuming more meat. But the selling job has to be brought down to individual markets by every packer. We have to merchandise effectively, and we must do our own individual jobs of advertising our products to consumers.

We are satisfied that an aggressive sales attitude, continuous promotion, merchandising, and advertising have been some of the most important elements in the growth of our company. We know from our own experience that these tools have to be used in order to expand at a satisfactory rate.

Speaking for our company, I can tell you if we don't increase our business by 30 per cent long before 1960 rolls around, there are going to be some sales managers, merchandising men, and advertising men in my office trying to think up answers to some rather pointed and perhaps embarrassing questions. Maybe I'll even find myself out of a job.

We are convinced that our company has to grow or die—and we don't intend to die. We also know that the only way to grow is to sell more. Our production department gives us a perpetual challenge: "You sell it—we'll produce it."

Because I believe in the power of good selling I think the 30 per cent increase for the American meat industry by 1960 is not only an attainable goal but a reasonable goal if we all will go after it seriously and use the tools at our disposal intelligently.

SUMMING IT ALL UP

I hope I have proved that our giant is too small for the challenge which the future offers. Surely, we must agree that the attainment of a 30 per cent bigger business by 1960 is worth working for.

We cannot escape the fact that in order to reach our goal we must have a perpetual zest for growth, and we must fight our way through a lot of problems, including the eight problems discussed briefly here:

1. Price Controls—Let's fight to put them back where they belong—where they work—in the hands of the American consumer.

2. Adequate Earnings—Let's renew our determination to operate our business for something more than the joy of business exercise. We can earn a fair return and still give the world's biggest bargain in consumer service.

3. Capital for Expansion—It takes

LEFT: Jack Pendexter, sales manager, H. P. Smith Paper Co.; J. J. Tierney, Armour and Company; Mrs. J. J. Tierney, and Ralph Daigneau, vice president, Geo. R. Hormel & Co., Austin. RIGHT: Robert Davies, of The National Provisioner, assists in planning the million dollar liquidation of the John Morrell & Co., flood-damaged Topeka Plant, working with Leonard Hantover, vice president, Phil Hantover, Inc.; R. W. Ransom, superintendent of technical operations, Morrell, and Sam Barliant, president, Barliant & Co.

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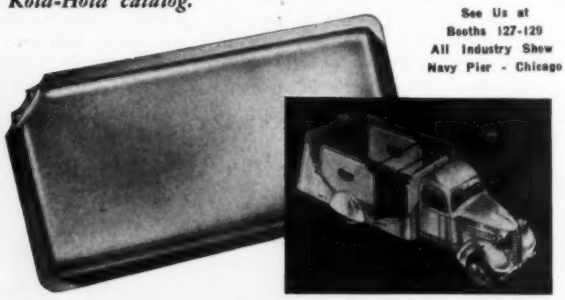

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money to grow. We'll find some way to get it, as we always have. But let's remember that the best way to make the problem easier to solve is to create a much better earning record in our industry.

4. Getting the Livestock—If we're serious about reaching our goal, let's say so now and tell the livestock producers what we'll need and when. Let's remember that our interests are closely allied with those of the livestock producers.

5. Manpower—Let's get set to compete successfully for the manpower we will need to do the job. And let's see to it that our manpower is not wasted. Good personnel administration and training can give us an increase in manpower efficiency of up to 10 per cent.

6. Improving Methods—If our present methods could be expressed in the form of a vehicle, it would probably be half horse and buggy and half streamlined automobile. Let's turn the horse out to pasture and ride first class. We must have more of an open mind toward new methods. We can probably borrow profitably from other industries.

7. Public Relations—Let's stop talking to ourselves so much and start telling our story in terms of facts to dealers, consumers, and employes. The Institute can't do the whole job. We must do it in our own local areas of influence.

8. Selling—Here's where we can all make tremendous improvement. The tools with which to do a better job are available to us all—NOW! Before 30 per cent more meat can be consumed it has to be sold. Let's do it!

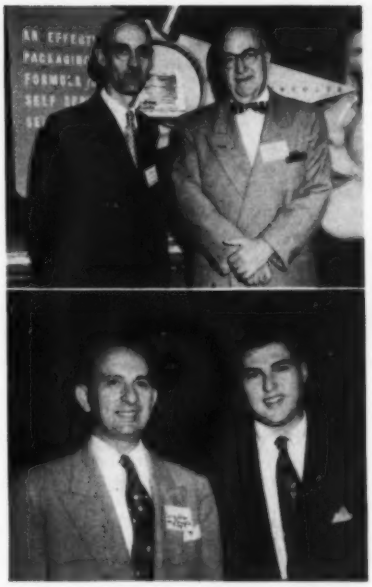
As we fight our way through our problems—rugged though the going may be—we must maintain ethical standards for doing business—it must be a fair fight! We may find ourselves in opposition to groups who may be willing to sacrifice principle for victory. Events of the past few months reveal only too well that for some people in our country these are times of "easy ethics" when the fellow who "cuts the corners" for a "fast buck" is considered by many to be a smart guy instead of just plain dishonest.

DON'T LOSE YOUR CODE

Our giant can be slain by the stone of dishonesty and shady practices of a minority just as Goliath fell before the sling of David. We cannot permit ourselves to be drawn into a situation in which our code of ethics may have to be abandoned or weakened, no matter how provoking the opposition.

Our industry has produced many great leaders whose names stand out among the brightest stars in the history of American business. This giant leadership produced a giant industry. But already "The Giant Is Too Small" and there continues the demand for ever better leadership as the necessity for constant growth persists.

Let us act so that years from now the leaders of our industry can meet in convention and say to themselves again, "Ours is a giant industry but the giant is too small. We must keep on growing."



TOP: J. L. Jenemann, technical representative, Wilmington, Del., and R. M. MacDonald, merchandising specialist, film department, both of E. I. du Pont de Nemours & Co., New York City. BOTTOM: Irving Zeiler, New York representative, Wm. J. Stange Co., Chicago, with his son, Arnold Zeiler, who is a student at the University of Chicago.

PRESIDENT HARDENBERGH: It was announced last night at the annual dinner that the National Association of Food Chains had taken certain action with respect to controls. We have the full text of their statement. I would like to read it and I think you will be interested:

"The members of the National Association of Food Chains, now holding their annual meeting in Washington, are disturbed by the increasing difficulty which all meat retailers are experiencing in securing adequate supplies of meat with which to serve their customers.

"It is general industry experience that meat supplies, particularly beef, are rapidly disappearing from normal channels. The members of the industry, after almost two days of discussion of what should be done so that the American homemaker may again have free choice in the selection of her family's needs at the meat counter, believe that immediate steps must be taken to correct this situation and to forestall the inevitable development and growth of black markets.

"The present government price regulations make it impossible for packers to purchase sufficient livestock for slaughter and distribution through normal channels. This has brought about substantial curtailment of operations by the packers who usually supply retail dealers and even, in some instances, has led to a complete shutdown of slaughter facilities. It is obvious how serious the beef situation has become when the Army must go outside of our country to purchase part of its needs.

"It is the considered judgment of the members of the National Association of Food Chains, who operate in every state of the union, that the desperate situation which has developed within the meat industry can only be corrected by a change in government regulations. As drastic as it may seem, the best way to correct the situation is to drop these government controls which now prevent meat packers and others, who supply the retail trade, from doing their jobs of purchasing livestock, slaughtering it and making the meat available for distribution.

"The members of the National Association of Food Chains do not suggest that meat retail price controls be dropped. What they ask is that they be given the opportunity to secure supplies through regular channels; the opportunity to provide those meat cuts to which their customers are accustomed and want; and regulations authorizing their pre-Korea profit margins as called for by price control standards now set by Congress under the Defense Production law.

"The industry recognizes that these suggestions may lead to some temporary increases in lawful meat prices. However, this situation should rapidly correct itself as meat supplies return through the regular channels of distribution to all retail meat counters. The American homemaker would then again be the controlling factor in fixing meat prices which reflect a proper relationship to the large supplies of livestock on the farm."

That is the statement that the National Association of Food Chains made and which we are acknowledging in a telegram today with thanks and appreciation.

Our next speaker is one of the nation's outstanding agricultural leaders. Only a few months ago, the University of Minnesota conferred on him its outstanding achievement award. This award cited him for leadership in agricultural affairs.

He has served with ability and distinction on numerous committees and in numerous organizations related to agriculture and, perhaps most important of all, he has served as a truly patriotic American.

Born on a farm in Royalton, Minn., our speaker graduated from the University of Minnesota in 1917. He was decorated for gallantry and meritorious service during World War I, and was promoted from captain to major.

Following his discharge from the army, he served as assistant professor of animal husbandry at the University of Minnesota. In 1923 he became assistant general manager of the Central Livestock Association in South St. Paul, and has been general manager of that organization since 1930.

It gives me a great deal of personal pleasure to introduce Norris Carnes, who will talk on the thought provoking subject, "It's Later Than You Think!"

Calls for re-establishment of society where individual is master and state the servant

Later Than You Think

I ASSUME that everyone in attendance at this meeting is directly, or indirectly interested in the livestock and meat industry. As representatives of that great business enterprise, you are representing the most prominent and the most important division of a basic industry—agriculture. The livestock industry in all its phases—production, marketing, processing, and distribution—is a gigantic industry that furnishes employment to millions of our nation's citizens.

Livestock is produced today in every state of this union, and the revenue derived from the sale of livestock and livestock products accounted for approximately 57 per cent of the entire cash income for agriculture in these United States during the past year. From the days of the pioneer, the production of livestock has continued to advance, until today it occupies a position of major importance in agriculture.

American agriculture is not a separate but an integral part of our world's great economic system, and it is greatly influenced by financial, industrial, and social conditions both at home and abroad. The problems of the livestock and meat industry are definitely the problems of agriculture, and the problems of agriculture are most certainly the problems of our state and of our nation.

This is one of the most critical times in the history of our nation. This country of ours faces many complicated and intricate problems in this uncertain, confused, and rapidly-changing world. This nation is currently engaged in the process of making decisions that may affect for many generations our liberties and our very lives.

Let us not permit ourselves to become the victims of an illusion. Today we are at war—a "cold" war on several of the possible military fronts described by General of the Army and Chairman of the Joint Chiefs of Staff, Omar N. Bradley—and a "hot" war in Korea. Regardless of the eventual outcome of the Korean conflict, we should recognize the fact that this country must prepare itself for any military, naval, or air emergency which may arise in the future in connection with

N. CARNES

the defense of our liberty and peace.

In proceeding with a program to accomplish this purpose, a high percentage of this country's industrial production will necessarily be directed into war channels. The amount probably will vary somewhere between the present 11 per cent and 20 per cent within the next year.

This pressure on our domestic economy may continue for many years. This means that a much smaller percentage of the industrial production of this country can be utilized by the civilian population during the emergency period. While this country is experiencing a cutback in its percentage of the production of goods for civilian consumption, a decided increase in purchasing power has developed, and is developing, through increased employment and higher wages. The result of these changes has been the development of a vicious inflationary spiral which is decreasing the purchasing power of the American dollar and threatening the value of savings, government bonds, and insurance contracts. I make this statement with full knowledge of the "lull" or "breathing spell" that has taken place in the demand for consumer's goods this last summer.

The people of this country appear to be convinced that their No. 1 economic problem is to devise ways and means to stabilize prices and curb inflation. There are some people who believe, or at least say they believe, that price control is the answer to this problem. I do not subscribe to that doctrine. Those of us engaged in the livestock and meat industry fully realize, from experience gained during World War II, that price controls are not practicable or feasible, and that they treat the symptoms rather than the causes of inflation. Inflation has been simply defined by Dr. Edwin Nourse, an outstanding economist who will appear on your program this afternoon, as a situation where we have "too many dollars chasing too few goods." I like that definition. I believe the answer to the inflation problem is maximum production of goods and services, accompanied by a program which provides for the curbing of purchasing power through adequate fiscal policies.

Professor Don Paarlberg of Purdue university has pointed out on several occasions recently that in a normal free market, prices determine what to produce; they direct commodities through channels of trade; and they guide consumer purchases as to quality and quantity. If prices are held down artificially by ceilings, consumption increases and production declines. This situation will ultimately lead to rationing to distribute a limited supply of goods, and subsidies to stimulate increased production. When prices are artificially held below the normal market level, "gray" and "black" markets are certain to develop.

There are several indirect controls that have been called to our attention many times during the past 18 months that can be applied by the Congress and the federal administration to curb the further development of this inflationary spiral, or at least tend to slow it down. It can be done, in part, through pay-as-we-go taxation (a plan which I think *should* be followed as long as possible without wreaking "infinite harm to the people" of this country, but we may be at, or close to, that point now), restrictions on the expansion of the money supply, postponement and reduction in unnecessary non-military government expenditures, the curbing of consumer credit, and the inauguration of a program to encourage saving. Any, or all, of these moves would tend to decrease purchasing power, which is a basic cause of inflation.

During the past war, the American

farmers increased their agricultural production approximately 40 per cent through technological developments, the use of improved cultural methods, increased use of commercial fertilizers, the use of new varieties of seed, and through pasture improvement programs. This can, and will, be done again in the absence of government interference.

The "meat team," familiar to all of you, composed of producers, packers, and retailers, has conceived, and is promoting and developing a "common sense meat program" for the purpose of stimulating the production of more meat. I have been informed that this plan was explained in detail to this group Friday evening by True D. Morse, president of Doane Agricultural Service. This represents a "self-help" program to meet the inflationary problem that should be recognized by those in authority in our federal government, and be given an opportunity to work.

LIVESTOCK MEN REJECT AID

I am certain that all of you can recall the serious national meat price situation that threatened the industry in the fall of 1949. This was brought to my attention again this summer by an editorial that appeareed in the June 7, 1951, issue of the St. Paul Pioneer Press under the heading, "The Forgotten Meat Story." The danger then was not of too high prices but of too low prices, particularly for hogs. The federal government threatened to intervene in the livestock markets, but not to hold meat prices down, but to hold them up. The federal government was under legal requirement to support hog prices at not less than 90 per cent of parity. Hog prices had slumped halfway down from the 1948 peak and were hovering precariously around the required support level. At that time, representatives of the livestock and meat industry were as much opposed to federal interference with livestock prices as they are today. Representatives of the industry inaugurated a nationwide promotion campaign to stimulate the demand for pork products. That effort was successful. I have been informed that it worked so well that the government did not buy a single pound of pork to support prices. The livestock men themselves kept the government out of the market on the low side, when their immediate self-interest might have appeared to be the other way.

Now, with the situation reversed, has not the livestock industry, in all fairness, won the right to oppose federal price interference on the high side? It is asking that the free American system, declared to be the world's most productive, be allowed to go on producing and marketing in abundance.

This should be convincing evidence that the livestock and meat industry is unalterably opposed to federal price interference. It was against supports, and it is now against ceilings. It wants a free American market. I have been informed that the pressure now developing from different sources for the decontrol of farm commodities is being given some consideration in government circles. Whether this is true or not, I do not believe that this is the time for representatives of the livestock and meat industry to retard their organized opposition to the control program. I have listened to Judge Joe Montague, attorney for the Texas and Southwestern Cattle Raisers association say many times that "Probably one of the worst features of a price control program is that it typifies the very thing this country is fighting to avoid, namely, the imposition of government regulations upon the free market system, which in the past has made this country great."

I believe that the time is now at hand when our American republic must decide whether the government controls of our lives and livelihoods, accepted by our people as "new deal," "fair deal," or war measures, shall become a permanent part of our social and our economic structure.

The $71,600,000,000 budget requested by the president of the United States last January, and recent developments in Congress, apparently assume the continuance of this philosophy. No provision has yet been made for the cutting down of unnecessary, non-military expenditures by the government.

With our present high budget goes a tax system so onerous that it becomes, in effect, the instrument of socialization by which wealth is re-distributed, and those who rise above the crowd are cut back to the level of mediocrity. I am very much afraid that there are many people living within the confines of this great commonwealth today who do not fully realize that we are trying to make up our minds here and now whether we are to have a society of free men, or some other kind. This is the essential nature and the fundamental, dynamic background for all the seething and internal conflict.

INDIVIDUAL MUST BE THE MASTER

For the past several years, various groups in our society have been demanding of their government a correction of inequities involving wages, prices, and profits. The responsibility for this undertaking cannot safely be shifted from person to state. The individual American must assume this responsibility and must maintain a state of eternal vigilance and keep his representatives in the Congress informed as to his desires. I firmly believe, gentlemen, that the Congress of these United States, instructed by an informed people, is the last defender of our American republic—a republic that is "blissfully traveling down the back road to collectivism and is on the last mile."

What does it gain us to destroy totalitarianism in the world today if we cultivate a totalitarianism here at home?

Allow me to remind you that our ancestors created this island of democracy in a totalitarian world. I believe that it is our patriotic duty to re-establish (and I use that term advisedly) and maintain that which they created—a society where the individual is master and the state the servant. When and if this situation is permanently reversed, and the state becomes the master and the individual the servant, we will find ourselves on the road to progressive degeneration and disaster.

I think it can be fairly said, and without criticism, that we in America, generally speaking, are an economically and politically illiterate people, even as measured by our understanding of some of the more simple economic and political truths. We have made a great deal of progress in research. We have established a great many facts, or truths. But we have been extremely negligent in devising effective ways and means for the transmission of this information to our people—not only to the proletariat, but to the leaders in agriculture, industry, and the professions. Unless this situation is corrected within the comparatively near future, I am afraid that our very scheme of things is in jeopardy—our standard of living, our system of free enterprise, our right to freedom of thought and action—the things for which our forefathers fought—the things for which our young men fought just a few short years ago, and are supposedly fighting for today.

GREAT NEED FOR EDUCATION

I believe one of the great needs of our country today is a sound educational program. The place to start such a program is within our own organizations. We must convince our friends, neighbors, and employes of the desirability of maintaining the free choice system in America.

I hope and trust that all of you are familiar with the program sponsored by the American Economic foundation under the heading, "In Our Hands." This program is devised to encourage business executives to carry on an educational program within their organizations. I appeal to you to make a thorough study of this plan and seriously consider applying it in your own organizations. I think it is very much worthwhile. If we are to be successful in solving our present-day problems in a manner that will assure the re-establishment and maintenance of the free competitive enterprise system in America, the individuals and groups we contact from day to day must be given, through various types of education, an honest and clear picture of the facts and issues involved, and the opportunity to think, constructively, soundly, and independently. When this is done, I should like to record my faith in the long-term wisdom of the American people. Their patriotism, courage, energy, and resourcefulness may be relied upon for a satisfactory solution of our problems.

At the annual meeting of the Western Railway club, held at the Sherman hotel here in Chicago last November, George Sokolsky, noted columnist and

public speaker, pointed out the need for the right kind of an educational program when he said, "A nation to survive must have a reason to survive. Russia's great strength comes from her fanatical idealism, from her great belief that she has the solution of all human problems, and that their solution lies in the dialectical materialism of Marxism. I do not believe that the development of force is the first line of defense for our country, regardless of where it is applied. Force is an instrumentality, or weapon. In my opinion, the first line of defense for this country, at any time, is for our people to fully understand why they want to defend themselves—why they want to live—and to let the other fellow know it. All of us, including the men in the armed forces, should fully understand why we want to resist. This should be our first line of defense."

We must resolve here and now to subordinate our personal interests to the best interests of America if we are to emerge as a free people from the present state of uncertainty and confusion. This represents a real, but much-needed sacrifice.

Our second line of defense is the recontrol of the government of the United States by the American people. The trend today is toward a politically-administered economy. It is futile merely to denounce a planned, managed, or controlled economy unless we deal intelligently with the causes for it. Over a period of years, all groups in our society have turned to the federal government for hand-outs or special privileges of some kind, and unless this procedure, or practice, is discontinued or reversed, the planners will undoubtedly gain their objectives by default. Under a dynamic economy, the government should play a passive role, except in cases of emergency. The government has as its primary functions those of defense, the preservation of law and order, and the regulation of industry and trade. If these duties are conscientiously and harmoniously performed, there will be little occasion for complaint about the misuse of concentrated power and wrongful business and labor practices. We should not ask, or permit, the federal government to do for us the things that we can do for ourselves. If we do so, we are asking for a controlled and regimented society and the loss of a free America.

Back in 1945 Prof. Joseph F. Davis, director of the Food Research Institute at Stanford university, Calif., delivered an address entitled, "What Kind of an Agriculture Does America Want?" At this time of change and great political pressures his answer, generally speaking, is worth recalling. "America wants an agriculture that earns its way instead of being continually and increasingly dependent on government props, vulnerable to political shifts and forced to accept the accompanying regimentation. It wants an agriculture that, proud of its strength competes in domestic and foreign markets on the basis of efficiency and fair play, independent of import restrictions and export subsidies. America wants well-tested programs continued and improved, and ill-starred and dangerous programs abandoned or replaced by better ones. America wants genuine, non-political soil conservation economically achieved. America wants redress of flagrant inequities wherever they appear, but no truck with guarantees of equality for any individuals, groups, or occupations."

It was said several years ago, and I believe that it is still true, that "Our generation has for solution, problems more complex than have faced any preceding generations, and our responsibilities are correspondingly great. If we meet these problems courageously, yet with understanding—with faith in our republic and the traditions of our past—with the willingness to return to habits, industry, and hardihood of preceding generations, which never knew the meaning of ease and indolence—with a willingness to rely on ourselves and not admit dependence on any governmental agencies for help, except in real emergency—then the future will be ours and we cannot fail."

Today's world is full of painful things. The hopes for mankind which once were universal have come to seem illusory. In place of progress there has been a revival of ancient savagery. How can we avoid becoming discouraged and hopeless? What incentive is there for us to bring children into this world and develop them into manhood and womanhood when their very existence here may be intolerable? Is all hope for future happiness and improvement merely self-deception?

DESPAIR NOT THE ANSWER

I do not believe that the answers to these questions are to be found in despair. It may seem to you conceited to assume that you, as individuals, can do anything to improve the situation of mankind. That is a fallacy. You must make yourselves believe that you can do something to bring about a better world. If you are an eminent statesman, your environment is broad. If you are obscure, it is small. In one case you can do much; in the other case, very little. But, in every case, you can do something, and to those of you who may become discouraged, allow me to remind you that the world today is what we make it, and in the making of it each one of us can contribute something.

Every sound-thinking man in America today, regardless of his political faith, must realize that we cannot proceed with a program to "tax tax, spend spend, elect elect" and still remain solvent and enjoy the freedom of America. I make this statement, despite the fact that I have recently heard statements to the contrary emanating from high levels in our government. He also must realize that the type of program that was started in this country several years ago is very difficult, if not impossible, to stop. Both major political parties have gone all out for the spending policies and the pressure groups, in the belief that only through them can elections be won.

GO-AHEAD SPIRIT WILL WIN

Let us not forget that it was the spirit of initiative and enterprise that built America and that typifies America today—the go-ahead spirit that permeates the vast majority of our farmers, laborers, and businessmen, and that will steadfastly continue to refuse to accept the doctrine of defeatism. In the light of this spirit and of its fruits during the past 175 years, we should, and will, continue our progress in the future. Political parties and partisans may come and go, but the American system of initiative and enterprise, backed by the might of achievement and the right of service to mankind, will push onward in spite of all obstacles. If we are to be successful in solving the intricate problems which lie ahead, we must have broad-minded statesmanship in government, wise and sincere leadership in industry, labor, and agriculture, and friendly, constructive cooperation between the government, the groups mentioned, and society in general.

As one primarily interested in the future welfare of America, and the livestock and meat industry of this country, I challenge you, to think, reason, evaluate, decide, and act. It is a challenge worthy of our founding forefathers, worthy of a true republic, for America's future rests, and must continue to rest, not in the hands of a few, but in the hearts and the minds, and the votes and the deeds of the many. Let us on the "meat team" work together, intelligently, diligently, tirelessly, courageously, and as a fighting unit, to assure a free market and a free America.

It May Be Later Than You Think!

WESLEY HARDENBERGH: Our next speaker, although a relatively young man, and although he has been in Congress only since 1944, has already made a name for himself down there.

He is a member of the important Banking and Currency committee of the House. As a member of that committee, he voted against the Defense Production act of 1951, because he felt that the controls envisioned in that act would prove unworkable.

I think the experience of our industry demonstrates that he was eminently right in that conclusion. It will be of particular interest to you people that our speaker joined Sen. Wherry in the Wherry-Cole amendment to provide a fair margin for each species of livestock separately.

I know you appreciate the vigor with which he tried to win that amendment.

It gives me a great deal of pleasure to present to this convention Congressman Cole of Kansas.

Slogan-type thought control lulling our people into state of false security

Make America Think

HON. ALBERT M. COLE: George Orwell, an Englishman, wrote a very interesting book entitled, "1984." In this volume Mr. Orwell attempted to describe the conditions in this world in 1984. The world at that time, according to the author, was divided into three great nations, and each nation controlled by an economic dictator.

The particular area in which the story was laid was controlled by a man called Big Brother, and Big Brother looked after you and yours and all of your interests. Big Brother circulated throughout the area controlled by many slogans in order that his people need not think, and among those slogans were three which seemed to me to have a great deal of force. "War is peace." "Ignorance is strength." And "freedom is slavery." Today we have in America, and in the world, slogan thinking—thinking only as it is handed down to us from bureaucrats either in Washington or in some other capital of the world.

I was called upon to discuss with you some of the developments in Washington likely to affect the livestock and meat industry. Now, I did not bring along with me my crystal ball, and it is a rather difficult chore for a member of Congress to look into the future and determine what that great body will do, with, and to, and for your industry.

Nevertheless, while I am here today, I think I shall look backward a moment in order that we may see what has occurred in the past, to understand what may happen to us in the future.

I picked up the newspaper yesterday and saw an item which was entitled, "Inflation Controls to Stay," quoting Eric Johnston. I thought how well and how aptly that fit with the remarks I made a moment ago. Slogan thinking . . . "Inflation Controls to Stay."

Of course, inflation controls are to stay. We have had and always will have some kind of inflation controls in this government or any government. The question becomes, what kind of inflation controls are here to stay?

I was very much interested in the

REP. COLE

speech just preceding mine in which Mr. Carnes discussed the problem of indirect controls as against the direct controls.

Many of us believe that this government can, under the circumstances in which we find ourselves, control our economy through indirect controls, through the control of the inflationary impact, by curtailing the supply of money, and yes, even in a mobilization effort to raise the production.

The fight to stop inflation is still continuing in Washington. The fight to stop inflation by indirect controls, as against the method which will attempt to shackle the entire industry and the people of this country, is still continuing.

I wish I could say to you in all candor and all honesty that I think price controls will be eliminated next year. I wish it were possible for me to come to you and tell you that I think price control will be taken off beef or hogs or some other commodity next year or the year following. But today I find myself in a rather pessimistic frame of mind.

I recall that, in Ireland in 1915, the Irish government placed rent control upon their people as a temporary emergency during the war, and that they still have rent control.

I recall that in France the same thing occurred, and in England, in connection with rent control. Do you think we have eliminated price control as a permanent fixture in America? Then I think it is high time you and I sat down and had a little chat. If price control is to be eliminated, the job is a difficult one, one in which all of us must exert every effort to bring back to America the free price system.

Yes, I am pessimistic, because I believe there are those in this country who are more interested in controlling the economy and the people of the country for reasons of power than they are interested in developing the America that you and I know.

Slogan thinking. It reminds me of when I was a boy and my father took me to a spectacle which he thought was a religious spectacle. Dad was an old-fashioned Baptist minister, one of the kind, you know, who believed that his son, of course, should not play cards or dance. Even the movies were frowned upon.

Around our family table at night we had our family prayer, and we knelt, giving thanks to God for those great things which had been given to us here in this great country of ours. Of course, profanity was unknown in our family.

REITERATION PREVENTS THINKING

But father took me to "What Price Glory." Some of you may have seen it.

Well, it was anything but a religious spectacle. Profanity, vulgar and purple, rolled out from the screen. Father and I sat there, he tense, rigid, but a pretty good sport. He had gotten into the situation, and he decided to stay.

Finally, at long last, the curtain fell, and the people began to move and leave. Father reached around and was fumbling behind his chair, and I said, "What is the matter, Father?"

"Oh," he said, "I have dropped my goddamn glasses!"

The reiteration, the reiteration of slogans prevents thinking, and so it is that it is my job, but importantly, it is *your* job, to see to it that the people of America do not follow slogan thinking.

Let me give you an example.

The president of the Institute spoke a moment ago about the Wherry-Cole amendment. As a matter of fact, it had other and more illustrious names. It was at one time called the Barkley-Bates amendment. Other distinguished colleagues of mine introduced that

amendment, but I introduced it in the House of Representatives, believing in it.

Interestingly enough, it was difficult to find any opposition from an agency involved, the Administration of Price Control. Interestingly enough, it was difficult to find any opposition on the part of any member of Congress.

Your organization did a tremendous job in advising members of Congress what the amendment was. People would come around to me and say, "What is this business? What is this called?"

A simple explanation, and they would say, "Oh, fine. Of course it's right. It's fair. Proper." Dozens and dozens of them said that.

We have a parliamentary procedure in Congress which is called the committee of the whole House for the state of the union, in which the House resolves itself into a committee for working over the bill. In that particular situation there are no roll calls, no ayes and nays. You are not put on record, you are not put on the spot. The amendment was debated. It carried.

It carried by a splendid vote, an excellent vote, with not much opposition to it. Of course, there were some who had fun with the packers, naturally. Packers are a little bit like politicians; sometimes they get their share of criticism. But the amendment carried by a substantial vote.

The next day the committee of the whole House for the state of the union resolved itself back into the House itself and at that time a separate vote was called on the Cole amendment, the Wherry-Cole amendment.

At that time, of course, the members were recorded, ayes and nays. They were put on the spot, and what occurred? Slogan thinking occurred, plus one other very interesting thing which I will describe.

Many of the members came to me and said, "I do not object to voting for this thing. I think it is right. But in the first place, we have had too much meat in this Defense Production act, and the people back home are beginning to wonder why we are having so much legislation, why we are attempting to amend the price control act so many times in connection with food and meat."

But this was the prime thing—"What will our labor constituents say? What will our housewives in our great cities say about it?"

I said, "Isn't it right?"

"Yes, it is right, but the pressure is so strong that when we get on record, we must change our vote," and they did, and the amendment was defeated.

THE PRESIDENT OBJECTS

Let me give you another illustration. Three weeks after the price control act was enacted, the president attacked some of its provisions, most viciously, and he pointed out two or three specifically for his objections.

One of them was known as the Capehart amendment. I know something about the Capehart amendment because the industry part of the Capehart amendment was introduced by me in the House.

The Capehart Amendment was nothing new. The Capehart amendment was nothing unusual. When Charlie Wilson came before our committee, when Eric Johnston came before our committee, when Mike DiSalle came before our committee, I said to every one of them: "Is it not the principle of price stabilization that each industry, that each manufacturer, that each businessman shall have a profit?"

"Why, yes, of course."

Then I said, "Administratively, you are willing within your agency to do that job?"

"Oh, yes."

I said, "There is no effort, of course, as I understand it, to deprive our people of making a profit, because we believe in that principle in a capitalistic country?" (Paraphrasing the question, of course.)

But when the Capehart amendment comes about, in which Congress has spelled out the requirement that industry and manufacturing and producers and businessmen shall—and understand that word "shall"—have a profit, for their operation, then it becomes a viciously selfish thing.

It is my judgment that the Capehart amendment will not be eliminated. Thank God there are still some men in Congress who will stand up. I don't think it will be amended. I don't think it will be changed substantially. Oh, perhaps it will be worded a little bit differently in order that the administration—and I am not speaking politically, I assure you—in order that the agency may be able to say that a change has been made in the price control law.

Now, the question of slaughter quotas has been called for by the President and has been knocked down. I understand that in this industry there are some differences of opinion as to whether slaughter quotas will remain in effect. Personally, I voted against that. But, this thing, I think, can be stated about it: That irrespective of whether or not you can live with them or are living with them, the reason for the continuing of slaughter quotas given by the agency seems to be rather silly. The agency contends that price controls cannot be operative without slaughter controls. Again, I don't believe Congress will agree with that. In my judgment, Congress will not change the law materially in connection with slaughter controls.

Now, one final example of what is occurring in Congress and what is developing. If I were attempting to weld together the most powerful political machine in America, and I say that advisedly—the most powerful—it would be my desire to weld together labor and agriculture, and I think that some of those fellows who have that plan know

MEMBERS OF Meat Industry Supply and Equipment Association at their annual meeting held on September 24 discussed methods of improving meat industry exhibitions and conventions by more effective supplier participation. It was announced at the meeting that MISEA will be in charge of the exhibition and hospitality room arrangements for the convention of the National Independent Meat Packers Association, to be held at the Sherman hotel in Chicago on April 27, 28 and 29, 1952. The group is making plans to open the exhibition of packinghouse equipment and supplies at the NIMPA convention on Sunday, April 26. In the pictures below, N. Adele Conroy, H. A. Scherer of the Allbright-Nell Co. and the audience listen while Earl M. Johnson, comptroller of the Wm. J. Stange Co., Chicago, describes the activities of the MISEA credit division.

SOME OF THE country's leading safety men in attendance at the convention: A. L. Schmuhl, safety director, Wilson & Co., Chicago; L. L. Miller, safety director, Cudahy Packing Co., Omaha; A. Wilson, Armour and Company, Chicago; Wm. N. Davis, senior engineer, National Safety Council, Chicago; Howard Rebholz, Rath Packing Co., Waterloo, and R. A. Harschnek, Swift & Company, Chicago.

what they are talking about. Once labor and agriculture are welded in an inseparable, unified, driving body where their thinking is handed down to them and they can then carry forward from that time on—*if* that occurs, you understand — then the free market, then liberty in America, is somewhat in danger.

I will tell you what I am talking about. There are people in this country who find that labor and agriculture have some differences of objectives, and so, not long ago, it was decided in the CIO halls that one method by which they could control agriculture—and I am saying *control* agriculture—is to provide a scheme whereby the farmers would have high prices and the consumers would have low prices.

Well, that is a marvelous idea, and it is carried out to an extreme by the Brannan plan. Now, the Brannan plan is not very popular today, and there is a tremendous fight being carried on by many organizations such as the Farm Bureau. The Brannan plan has been somewhat relegated to the background, but even in the Defense act of 1950, the Brannan plan came in the back door, and in 1951, the Brannan plan of high prices to the farmer and low prices to the consumer, that shimmering mirage, that ideal of happiness, of living in a world of ease and luxury, is still with us, and don't forget it.

Now, that is a development that will continue. The real test of that problem will come later. It will come later when prices begin to slip, in my judgment. But, it is a development in Congress, a development in government, in which we are all very much interested.

Now, what about developments that are occurring in Congress which affect your industry? I have talked a little bit about specific plans and specific amendments, but running through each one of them is an idea. Running through each proposal is a threat, and that threat, my friends, is the fight now occurring not only in the United States, but in the world. That fight has been described by many of the speakers at this convention as the fight for freedom. Probably every man in this room knows that he is a political executive. Oh, you may not have used that term in your mind. You are a business executive, of course, but you are also a political executive. You are a good political executive, or you are a bad one. You are a good political executive if those whom you hire are known to you, and the problems which they have are known to you, and you attempt in some manner or means to work with them and to help them.

You are a bad political executive if you say, "Oh, to hell with politics."

Two years ago I took a trip to Europe. While there, I flew to Berlin and landed at that great airdrome built by Hitler, Templehof—a marvelous thing. I was met there by a captain in the army who took me in his car, and we drove to the center of Berlin.

As I drove through the streets of Berlin, I saw the great devastation which had occurred during the war. Finally, when I arrived at the center of the town, I could stand there and look for, it seemed to me, miles almost, as though I were standing in the middle of Chicago and nothing impeded my view—practically nothing except a few chimneys standing here and there or a shell of a building in the distance.

I drove down Unter der Linden, that marvelous street—formerly. The terrible catastrophe that had occurred to these people of Germany (and I recalled that, originally and still, they are people of great culture. They are a great people.) What had happened to them?

Well, a guy who had been a paperhanger said to them, "If you will give to me your freedom, if you will give to me your right to think, if you will give to me the right to establish labor unions that I care about, if you will give to me the right to educate your children, then in turn, I will take care of you. You need not worry about unemployment, education, health problems, welfare problems. They are all well taken care of.

And, as I looked at some of those great piles of rubble and realized that underneath them were the bones of German babies and men and women, I saw what had happened to the people who gave up those freedoms.

Then I said to my guide, "I would like to go over into the Soviet side of Berlin if I might—that controlled by the Soviets. May I?"

He said, "Yes."

I said, "How do we get in?"

He said, "We just go in."

I said, "Aren't there barriers? Don't we have to get passes?"

He said, "Oh, no, we just drive over."

So we did. All we did was go across the street. It was just like going across State street here in Chicago. No different? Oh yes, there was a tremendous difference.

The side we had left had been the American-controlled side of Berlin and there, little stores were beginning to open; hardware stores, clothing stores, other stores. The windows were not full of merchandise, but there was merchandise in the windows and the individual man was beginning to build back. I saw places where people had ducked back into the rubble and had little shacks there, just back in the rubble, and were conducting their own little businesses. They were returning to normalcy, returning to decency and honor.

And yet there was a difference when we arrived, just across the street. Not a single business was operating. Why? I looked around and I said, "Well, there is a store over there." It was a big store and over the door were two letters, "H. O." I asked my guide what they meant. He said, "It means state-owned. Controlled and owned by the Russians, by the Communists."

Yes, that was a store. We went into it. They were doing business; the state was doing the business for the people. And I saw resignation on the faces of the people on the Soviet side of the Iron Curtain in Berlin.

Then, I thought to myself, "Isn't this an interesting thing, in this great city? On the one side are the Nazis and the fascists who promised their people they would take care of them. The basic promise they made was security, in return for the deliverance of control to the state.

Then, on the other side, the leftists, the Communists, had said to the poor and the downtrodden people of the world, "If you will give to us your freedom, your right to think, if you will give to us the control of your economy, then we will take care of you." Ah yes, they will take care of them.

So, I think that developments in Congress are in your hands, not just mine. It is your job as well as mine. It is a tremendous job, an important one, and so I suggest that we do it together.

Need fiery, fanatic nationalism of Asia on our side in struggle against Russia

How We Can Win

THE meeting convened at 2:05 p.m., with H. Harold Meyer, member of the board of directors and president of the H. H. Meyer Packing Co., presiding.

CHAIRMAN H. H. MEYER: The first speaker on our program this afternoon is a distinguished scholar, professor, and explorer. His intimate knowledge of the world's trouble spots made him an invaluable expert to the joint chiefs of staff during World War II.

Our speaker is the kind of a man who is not content to sit comfortably in his study at Northwestern university and read what others have written about world conditions. He prefers to go and dig out the facts for himself.

That habit of getting the facts firsthand has taken him into the remotest corners of the world. For example, he has explored the far regions of the Amazon river, dug up ruins in Peru, and was the first foreigner ever to get into the capital of Tibet. His book, describing Tibet, was a sensation only a few years ago.

He had a notable career in World War II, while serving with the joint chiefs of staff. He frequently was sent on special intelligence missions which took him to practically every theater of operations. Among his various top secret jobs was the preparation of a daily newspaper reporting enemy capabilities and intentions. This was required for the joint chiefs of staff and world political leaders. To aid him in his travels, our speaker has become conversant with 12 different languages.

He comes to us today at a particularly critical time in our national history and has chosen to talk on the effect of world conditions on American business.

It gives me great pleasure to present to you Dr. William M. McGovern, professor of political science at Northwestern University. His subject will be, "The Explosive International Situation."

DR. McGOVERN

DR. WILLIAM M. McGOVERN: All of us, whether we are old or young, rich or poor, men or women, are honestly involved in what is going on in the world scene. In fact, all our plans involve the fundamental, $64 question, "is it peace or is it war? If it be war, does it mean victory or defeat?" And that is the question that I want to discuss this afternoon.

Now, frankly, I don't claim to have any occult powers. I am not in touch with Mohammedism in Tibet. I don't have my crystal ball along with me and I don't even read the weather forecast in the newspaper. So, no one knows the answer. I have talked with many people of high degree, and I don't think they know the answer. But I do think there are certain things we can bear in mind that may well throw a little light on certain possible and probable things in the course of the next few years.

During World War II, I served as the office boy for the joint chiefs of staff. During my time there with the joint chiefs of staff, I sat as a member of the joint intelligence committee. In the joint intelligence committee we were confronted with exactly this kind of a problem: What are enemy capabilities and intentions? And that was the basis for the joint chiefs of staff to make up their war plans.

RIGHT MOST OF TIME

Well, we made some howling mistakes from time to time. But, as a matter of fact, we were about 89 or 90 per cent successful in our forecasts. What I want to do this afternoon is to try to make up a meeting of the joint chiefs of staff, of the joint intelligence committee here, a branch office in Chicago, and try to discuss enemy capabilities and intentions in 1951. There is a chance we may again be 80 per cent or 90 per cent successful in our predictions.

As a matter of fact, it isn't nearly so difficult as you might think, if you will just get away from all the hot air and try to get first of all, what are the enemy capabilities? What are they capable of doing? We will have to make up our minds in terms of the economic raw materials and the technological information or know-how, the training and morale and psychological warfare they are capable of waging—A, B and C. They are not capable of doing X, Y and Z, so let's eliminate X, Y and Z. Let's say it is more likely they will do A, B and C, and it is not impossible to get a fairly good batting average if you work along those principles.

The only difference between 1951 and 1945 is that in 1945 we knew what the enemy could do. We were dealing with the capabilities of the Germans, Italians and Japanese. But before we make up our minds this afternoon as to what our enemy's capabilities and intentions are in 1951, the first thing to decide is, who is the enemy? There seems to still be some doubt in some people's minds, but to my mind it is beyond doubt. The enemies of the United States of America, of the American people, if you will, are each and every one of the Communist-dominated powers. Show me a country that is dominated by the Communist group, and I will tell you there is an enemy. Therefore, in finding the enemy's capabilities and intentions, we are talking about Soviet Russia, the satellite powers of Eastern Europe, Czechoslovakia, Rumania, etc., and Red China and Red Korea. Those are the enemy, actual or potential, at the present time.

If that is the case, how about their capabilities? How are they capable of conducting a war as compared with the United States of America?

In some ways they are way ahead of us. One of the enemy capabilities is manpower. There is no doubt about it, the Communist-Axis powers enormously outnumber the United States of America.

Russia itself has got some 200,000,000 people, another 150,000,000 people

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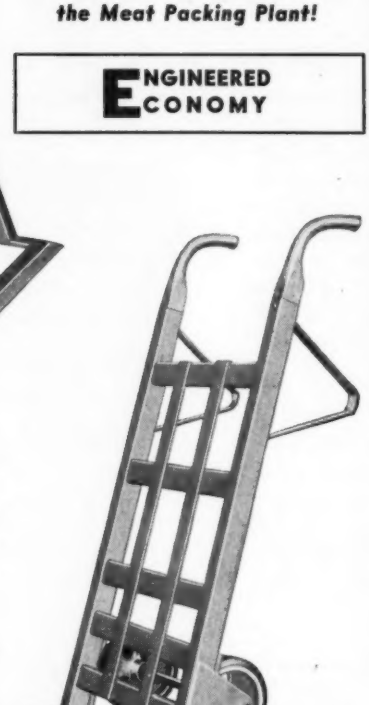

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in the European satellites, and there are some 500,000,000 in Red China and Red Korea. We have 150,000,000.

If we consider actual men under arms in training and in uniform, the Axis powers enormously outnumber our own about seven or eight to one. The same is true of actual rifles, machine guns and tanks. We are almost hopelessly outnumbered at present.

On the other hand, there are certain other factors we must bear in mind which may throw a good deal of light upon the situation, and in which we are enormously more powerful than the enemy Axis. Those are the crucial things—strategic raw materials and technological know-how.

Way back at the time of the Civil War, General Forest is claimed to have said, "You win a battle by getting there first with the mostest men."

That may have been true in the 1860's, but it is no longer true in the 1950's. In other words, victory in an allout war depends largely upon the production line, and on that point we are enormously more powerful than the Axis.

Let's take a concrete illustration of what we are talking about.

TELLS WHY WE WON

In World War II, I was sent on a number of special missions to each of the theaters of operation. I had to see our soldiers and sailors, airmen and marines in intimate contact in the front line trenches. When it got too hot in the front line trenches, I retired a few lines and rested up with the admirals and generals, but at that particular time, I saw a good deal of the army, and the whole army was very good. The whole army today is very good, but it is also true the enemy is equally good. The German and Japanese were just as good, though I don't think any better than ours.

Why did we win? Well, here comes the question of equipment. The Germans and the Japanese had excellent equipment, in some cases just as good, and in a few cases even better than ours. Our tanks were good, but the German tanks were just as good. Our planes were good, but the German airplanes were just as good except for strategic bombers. Why did we win then? Because we outproduced them.

The German tanks were just as good as ours, but they had 3,000 tanks and we had 5,000 tanks. We won the battle. The German airplanes were just as good, but we had 2,000 airplanes to their 542. We won the battle, and that is the fundamental problem as of 1951.

What are the strategic materials, and how can we turn them into armed equipment, and how can we process them to the front line trenches? In military language we call that the problem of logistics, and logistics was in World War II the answer, and in the possible World War III will undoubtedly be the answer to victory or defeat.

If that is true, how do we stack

up with the Communist powers? Let us take just two of the major strategic raw materials and examine them. There are some 65 altogether, but we haven't time to go into detail.

One is steel and one is oil. Tell me your production of steel, and tell me your production of oil and oil products, and I will tell you your capability of waging a long-term, great scale war.

In both cases, we are enormously superior to our enemy. Take the question of steel, for example. We have been given reasonably informed guesses, both from secret and open sources, as to Russian steel production in 1950. We know it is around 26 or 27,000,000 tons of steel, and for the Eastern axis, the Eastern satellite powers, add another 1,500,000 or 2,000,000 tons of steel. The steel production of Red China is about 1,500,000 tons. In other words, the total enemy production of steel as of 1950 was a little over 30,000,000 tons of steel.

What about American steel production in 1950? About 90,000,000 or 95,000,000 tons of steel. In other words, we had about three times the total steel production that the enemy Axis had in 1950, and that ratio is likely to continue for an indefinite period. The Axis powers are increasing their steel production enormously, but so are we, so for the foreseeable future our production will remain about three times that of the enemy Axis.

It is quite true that our civilian need for steel is much greater than the enemy's. Even so, we can divert a greater amount of our steel to war production, and that is a most important factor in trying to estimate enemy srength.

You will notice that I am leaving out possible steel production in England, France, Germany and Japan and just considering American steel.

What about oil, the second most important item? There the Axis is even weaker than in the steel picture. The Russian source of oil is the Caucasian Mountain area just north of Iran and Persia. Those are good oil wells but old ones and their production is slowly but surely dwindling. Russia has drilled new wells in the Caspian and north of the Urals but they have not turned out too well to date. She has to depend on some supplies from outside, such as from Rumania and Hungary.

WILL HANDICAP RUSSIA

What about China? For all practical purposes, there is no oil production whatsoever in China. All of the enemy Axis production of oil in any one year is only about 14 per cent of American production of oil. In estimating American production of oil I am leaving out South America and the Near East.

Lack of steel and oil is one of the factors that is going to serve as a severe handicap to Russia in an allout war. It means, I think, that the Russians are going to be a little leery about starting an allout war. They are going to try to nibble here and nibble the other place, grab a little here, when we are not looking, steal as much as they can get, but they are going to hesitate in starting an allout war for the next two or three years, or until such time as Russia is in a position to expand her industrial potential.

What are the long-term intentions of the Communist powers, especially Russia and China? Well, in order to find out, we don't have to do too much research work. It is only necessary to read what they themselves have written.

You know, it is astonishing how, time after time, the enemy has been kind enough to write us about his intentions. The books are translated into English, and we don't pay any attention to them. Adolph Hitler was kind enough to state his intentions in a book called "Mein Kampf." We said, "He doesn't really mean that." But he did.

I think we would do well to make a study of the Communist leaders: Karl Marx, who, though long since dead, is still the guiding star of Communism; Lenin, and more especially, Stalin and Mao Tse-tung, the Chinese Communist leader. They all tell us the same general type of thing as "Das Kapital," by Marx.

MARX AND COMMUNISM

Karl Marx is extremely interesting and I recommend his heavy book to you for your reading. He was completely wrong in his estimate of what was going to happen. He was completely right in what the Communists wanted to have happen.

Marxism is based upon the theory that Communism is inevitable and is bound to take place. It is also based upon the notion that it is bound to take place in those countries where capitalism and industrialism have reached their greatest development.

The Communists have been proved completely wrong on that point. As far as that is concerned, it is quite interesting that Marx prophesied definitely that the Communist revolution would take place, and must take place, in the highly industrialized nations, such as England, France or Germany, and the United States of America, but would not and could not take place in backward areas such as Russia and China.

I think it is very interesting that the Communist revolution did not take place in the United States, but in areas where he said it was impossible to take place, namely Russia and China.

Even inside the Far East, you notice the Communist revolution broke out, not in highly capitalized and industrialized areas, but in backward ones. The Communist revolution broke out in the relatively backward areas of north and northwest China.

So Marx was quite wrong in his prophecies, but he was quite right about the techniques which the Communists were going to use to bring about the world revolution. We must study the writings of Lenin, Stalin and of Mao Tse-tung. Lenin's book is called "State and Revolution," Stalin's is "Problems of Leninism," and Mao Tse-tung's is called "China's New Democracy." All are translated in English.

What are they saying? They are saying that there is a long-term eternal and perpetual war between the democracies and the Communist nations. They say there is not and there cannot be long-term peace between us.

Sometimes it would be a hot war, sometimes a cold war and sometimes a truce between wars. In their mind, however, it is impossible for the world to hold two different ideologies. We must bear that in mind.

They are determined to conquer the world, perhaps by open fighting, but more especially by sabotage and fifth-column tactics within each nation. Just bear that in mind.

In my opinion, they do not intend for the moment to wage an allout war. They want to grab any area that is likely to roll into their hands without too great an effort. When the effort is too great, they are pretty willing to call a truce and wait and try it somewhere else.

So much for the intentions of the Communists in general. We are especially concerned this afternoon with the intentions of the Chinese Communists. For the last five or six years, most intelligent American people have realized the menace of Russian and European Communism. However, we have been astonishingly stupid in our understanding and reading of the meaning and intentions of the Chinese Communists.

Since 1945, I know I have read books, magazine articles, and newspaper articles saying that the Chinese Communists were a different breed of cattle than the other Communists. They were agrarian reformers; they were forward-looking liberals, or they were aggressive anti-fascists. They were this and that, and everything in the world except Communists.

I think it is about time that we realize fully and freely that the Chinese Communists are Communists. I do not know why we haven't realized that before, because they have made no secret about the situation.

It so happens that I grew up in Japan, China and the Philippines, and have kept in touch with what is happening in the Far East.

The Communist movement extends back to 1935. However, I remember especially well the spring of 1945 when I was still in uniform and was sent on a special mission to China to study the capabilities and intentions of the various Chinese groups. I had long talks with the national leaders and long talks with so-called independent or semi-independent leaders and long talks with the Communist leaders. Those talks with Communist leaders were especially interesting to me. Before I left Washington, I was handed a memorandum prepared by the State

SEATED AS THE GUEST OF HONOR at Ed Clair's annual dinner was his Bridgeport boyhood friend, Martin J. Kennelly, Mayor of Chicago. Unique in many ways, the dinner is staged annually for suppliers of the Republic Food Products Co., Chicago. The occasion is the birthday of the firm's president, Edward T. Clair. At this, his thirtieth annual dinner, Clair celebrated his sixty-ninth birthday with the good wishes of his many supplier friends. Shown seated at the speakers table in the top picture are, left to right, Lt. Col. Paul Logan, retired USQMC.; Lt. Col. C. A. Shaunessy, Hon. Martin J. Kennelly, Ed Clair, M. P. Cortilet, and Jerry Clair. The bottom photo shows some of the guests in attendance.

Department saying, "In your talks with the Communist leaders, don't forget that they are not really Communists." Therefore, when I talked with these Communist leaders, I suggested time after time that they weren't really Communists.

Every time I made that suggestion, they got more angry and pounded on the table, and insisted they were Communists. I had to believe what they said. I had to believe what the Chinese Communist leaders said about themselves.

Mao was kind enough to give me books and various magazines. If you will read the articles, you will find that for years past he has followed the line item by item. There is no reason to believe he is going to break away from the Communist line in the foreseeable future.

As far as that is concerned, I made a little money on that. Back in 1947 and 1948, I was again sent on a special mission to Japan, Korea and China. This time I was not permitted behind the Communist lines in China. In Nanking I had lots of time to go around and see some of the newspaper men. In the course of conversations with them I made a few prophecies.

I would say: "I thing Mao Tse-tung is going to do so and so in the course of the next two or three weeks."

They would say: "I'll bet you $10 he won't."

Yes, I know, I bet on a sure thing, but I never bet more than a dollar! Almost invariably, the four or five times I made that bet, Mao did exactly what I prophesied. I got quite a reputation. They thought I must have secret sources of information up there in the north. That wasn't true at all. I had none, but I will tell you how I did make my guesses.

It so happens that, through the ambassador in Nanking, I was able to get from the State Department each day at 9:30 a brief summary of what was in "Pravda," the Russian newspaper, and in the New York "Daily Worker." I got this summary the next day, while it took Mao a week or 10 days to get the communications. I knew when he got them he would say what they did, and invariably he did. In other words, I was betting Mao would follow the party line, which he did.

We must understand that Chinese Communists are not merely socialists in the general term, but are Communists. They are not merely Communists but are Marxian Communists, and not merely Marxian Communists, but are Stalin and Lenin Communists. They will remain so for the indefinite future.

I think I can draw a picture of what the Chinese Communists' intentions are for the next ten or fifteen years. The Chinese Communists intend to secure control of the whole of Korea. As a matter of fact, Korea is the least important item in their whole foreign policy. Why do they want it? In order to smack American faces, make us lose prestige or lose face, as the Chinese call it, and make us lose our reputation in the Far East.

KOREA FOR JAPAN'S CONTROL

They don't want Korea especially, because of the simple fact that Korea has little to offer in raw materials which the Chinese need. So they want to drive us out of Korea rather than have Korea for themselves—except for the added factor that, if they have control over Korea, both southern and northern, it will mean they have strategic control over Japan. That is what Mao Tse-tung has said. Korea is a dagger pointed at the heart of Japan, and if they have control over the whole of Korea and the port of Pusan, they will be able to dominate Japan strategically without having to invade it.

I don't think they intend to invade Japan, but far more important than Korea and definitely on the Communist program, are, first of all, Formosa, and, second, Indo-China and Thailand. Next comes Malaya with Singapore, and after that the East Indies, especially Sumatra. Last but not least, the fact is that the most important item in the Chinese expansion is the Philippines.

Why these items? Formosa, because it is, from a military point of view, the keynote of attack and defense of the mainland of China, and also is the most highly industrialized of all the Chinese provinces. There they have the best factories and technological know-how.

Why Indo-China and Siam? Bread baskets or, to be more literal, rice baskets. China is unable to live off its own food resources and needs the surplus rice to be found in Indo-China and Thailand.

Why Malaya; Because Malaya and the Philippines have an enormous amount of iron ore which China desperately needs. Why Borneo and Sumatra? Oil. China produces no oil and the most readily available area for production of oil in the Far East is Indonesia. The Philippines, also have the manganese and chrome which China needs for alloys.

Don't forget that Mao Tse-tung is committed to a long-term policy for the expansion of China. You can't expand industry unless you have steel and oil.

China is the third largest coal-producing area in the world. However, she has little or no high-class iron ore, and she cannot produce a real steel industry unless she can get the iron ore from Malaya and Philippines. That is why it is China's long-term intention to capture all those areas.

If China is able to capture those

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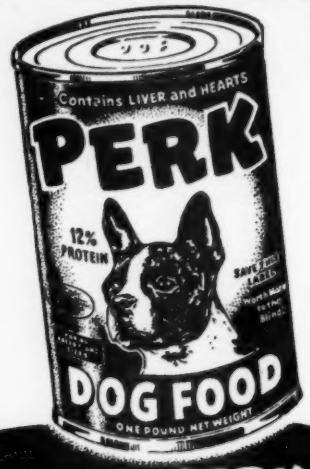

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areas, she thinks she can be the dominating power in the whole of Eastern Asia, and be one of the dominating powers in the whole world. That is her long-term intention as you can see from studying the various speeches made by Mao Tse-tung and other important Chinese Communist leaders.

In time, I think China will secure Korea. The next item will be Indo-China. After that will come Thailand, then Malaya, then I think Indonesia, and, last of all, the Philippines. The Philippines are the last in point of time but No. 1 in priority. She doesn't dare take the Philippines yet, because it might make the American public angry.

Now, those are the long-term intentions of China and if we permit her to fulfill them, she will build herself into an enormously powerful nation, far more so than she ever was before. Until such time as she can secure those areas, she is weak and must remain weak, because, as I say, she has no ore and her maximum steel capacity is going to be 35,000,000 tons a year until she can secure these outside areas. We must bear that in mind when trying to make our adjustments as to her long-term capabilities and short-term capabilities and intentions.

Before we can deal with this problem of Asia, we should examine very briefly another phase of Asiatic political movement, namely nationalism. Asia is dominated by two strong ideologies. One of them is Communism and the other is nationalism. Some peoples are dominated only by Communism and the others are dominated only by nationalism, and others are both Communistic and nationalistic. Before we can discover how strong are the Philippines, India or Pakistan or Iran or Arabia, we must analyze also their ideological background. We will find all of those nations are dominated primarily by nationalists and what they teach. Now, their objectives are harder to guess than the doctrine of Communism because of one thing. The Communist plans all are made at one place, Moscow, whereas the nationalist plans are not all made at one place. The nationalists of India are different from the nationalists of Pakistan and the nationalists of Pakistan are different from those of China. Still, there are things they have in common that we can bear in mind, and we can understand them better if we do bear these factors in mind.

NATIONALISM IS FANATICAL

One of the common characteristics is the fact that Asiatic nationalism is very new and very fanatical. That sounds strange, so I want to repeat it. Asiatic nationalism is a new and modern development, and is especially fiery and fanatic. All nationalism is comparatively new, but when a nation gets it nationalism comparatively late in life, it is especially fiery and fanatical. Nationalism is like a childhood disease. If you get it early, you get a

good, sound, healthy dose of it and are more or less immune. But, if you get it late in life, then there is hell to pay.

The same thing is true of nationalism. We are likely to forget how modern nationalism is. You know, there is little nationalism to be found in ancient history. The old Greeks had no nationalism. They had patriotism, but it was centered around the city states, such as Athens and Sparta, but there was no Greek national state. Rome had no nationalism. Rome jumped overnight into a world empire. In the Middle Ages, we find absolutely no trace of nationalism. Of course, there were wars. Boys will be boys, and girls will be ladies. We found wars over women, but not over nationalism. After the seventeenth century you find wars and fights against the Bourbons and the Hapsburgs, but not nationalism. And, in the eighteenth century, you get fights against kings and in favor of man's rights but not the right of nationalism.

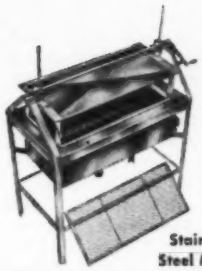
Modern nationalism started about 1800. The first great and serious expression of nationalism was the Greek nationalistic uprising of 1815. From there on the idea spread rapidly throughout Europe. Those nations that secured their nationalism early became healthy; those that had a delayed session of nationalism got a very heavy dose. Oh yes, France and Spain got a heavy dose all right; but Italy, Germany, Poland—those that got it later —got a very, very heavy dose of it. The same thing is true in Asia, only more so.

There was almost no trace of nationalism in Asia until 1904 or 1905. But when they got it, they got a heavy dose. In other words, Asiatic nationalism is far more violent, fiery and fervent than that of Europe. We may think the Irish are extremely nationalistic, but they are amateurs compared with the Asiatics. If you talk to a good Irish nationalist, he may be hot and heavy for nationalism. However, first of all he is interested in women, second in booze, and third in nationalism. Now, compare that with the nationalism of India. The average Hindu is interested first of all in nationalism; women run a bad second, and booze doesn't come in third at all. So, you have really got something that is far more fiery.

HOW NATIONALISM BEGINS

There is another strange thing about nationalism in Asia and elsewhere. Nationalism nearly always starts as a literary movement, then becomes a political movement, and finally becomes a military movement.

Most nationalism starts with a little group of long-haired men and short-haired women who get together and discuss and comment on folklore and folk dancing or get together and talk about ballets and banshees and leprechauns and the revival of Gaelic or Greek or some other language. Pretty soon they turn from folk dancing to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colloquies. Then in the middle of the discussion, somebody gets up and begins shooting.

That is true in any nation. We may sum it up by saying that nationalism starts with ballets, it goes to ballots, and it ends up with bullets. That is a typical national growth.

There is a third thing of interest about nationalism. That is, nationalistic movements in both Asia and Europe have been started by foreigners, by semi-foreigners, or by expatriates. Foreigners, semi-foreigners, and expatriates are the backbone of most of the nationalist movements. Why, I don't know. The fact is there. It is astonishing, if you read your history of nationalist movements, how so many of the people who started them had nothing to do with the nations concerned.

Take the Greek movement of 1815 to 1830. It is interesting that the Greek movement was not started by a Greek, but by an Englishman whose name was Lord Byron.

At that time he had a little woman trouble and had to leave England in a hurry. He went to Greece and led the Greek movement, to die that the Greeks might live. He knew little Greek. All he knew was what he had studied at Cambridge University.

NATIONALIST MOVEMENTS

I am especially interested in that development because I had an ancestor who was in the Greek nationalist movement. He was no Greek. He was a poor, simple English doctor, Arthur John Scott, who got tired of being a general practitioner and went to Greece and joined Byron's army without knowing a word of Greek. He became a soldier and a few months later was captured by the Turks. They began to shoot and he screamed, "Don't shoot, I am a doctor." He proved it by handing out pills right there.

As a prisoner of war, he worked up in the Turkish ranks until he got to be the doctor to the harem of the Sultan of Turkey. That sounds like an exciting job, but I read his diary and it wasn't as interesting as it sounds, because he never was allowed to see his patients. The ladies of the harem would shove an arm through a hole in the wall. He was allowed to feel the pulse and on the basis of that, he had to guess what was wrong with them. He must have been a pretty good psychologist, because he won a good reputation.

In the end he was freed and sent back to England with presents. Then he came to America and, after a long line of descendants, here I am.

But this is not only true of Greece. Take Ireland as an example. One of the great leaders of the Irish nationalist movement was an outstanding and fine man, Charles Stewart Parnell. The only trouble was, he was not an Irishman. His father was English and his mother was American. Yes, we think of the Irish as good or bad, and we usually think of them as having a great gift of gab, as nearly always being staunch Roman Catholics, and nearly always liking a little touch of booze. Charles Stewart Parnell was a great administrator, but a poor speaker. He was a fanatical Protestant, and practically a teetotaler. Yet, he was head of the Irish nationalist movement.

You will find other cases. Take this for example: One of the founders of the nationalist movement in Germany was another Englishman. His name was Houston Stewart Chamberlain. He was a third cousin of the man with the umbrella, the "peace in our time" man, but he was a much more interesting character. You have two brothers in this case, Bastion Hall Chamberlain and Houston Stewart Chamberlain. Bastion Hall went to Japan, became a Japanese citizen, married a Japanese girl, and ended up as a professor of languages in the university of Japan at Tokyo. On the other hand, Houston Stewart Chamberlain didn't go as far. He went over to Germany, became a German subject, married a German girl, and began to write. The most important of Chamberlain's books was called "The Foundation of the Nineteenth Century," and was written in 1900. That was the foundation stone of nationalism. Read the English translation and you can see what I mean. You can say, without exaggeration, that the whole of Hitler's ideas are the ideas you will find in Chamberlain's book.

It is true in Europe and also in Asia. Who was the founder of the Indian nationalist movement? Not Nehru or Ghandi, but Allen Latavia Knott. He was retired from the civil service in the 1880's. He thought the Hindus wasted too much time thinking about the infinite whole. He told them to get up and get interested in politics. They said, "Oh, go away. We want to think about religion and metaphysics and other higher thnigs."

Knott founded the Indian nationalist congress to get the Indians interested in national affairs and he had to pay the dues of the members to get them to join. They did join, however, and after awhile the power passed over to Gandhi. The foundation of the movement was laid by a foreigner.

If they are not foreigners, the nationalist leaders are often semi-foreigners. What do I mean by that? Well, an illustration of what I am talking about is Hitler, the greatest of all German nationalist leaders. He was not really a German, but he had far more fire and enthuisiasm for the nationalist movement than people born in Germany. He had great difficulty being naturalized as a German so he could hold office in Germany.

Take the case of Rudyard Kipling, the greatest of the English nationalists. Kipling was born in India and grew up there and was sent back to England for an education in his teens. He became the most fiery of the British imperialists and once wrote a poem saying, in effect, "What do they know of England who only England know? It is only people like myself who have been in India and seen the glories of the Empire who know how great is England. What do the people born and brought up here know about England?"

I can understand that point of view. I am not great or a nationalist, but I had a little bit of Kipling's background in variations. I was born in New York City, but I had sense enough to leave there at the age of six weeks, taking my mother along with me. Thereafter I spent my boyhood in Japan, China and the Philippines. Later on, I was exposed to education in France and Germany.

When I came back in my twenties to America I had spent more than half of my life abroad. The net result is that I am more fiery about Americanism than the average person who has never been outside of America. What do they know about America, who only know America? You do not see the glory of the American system.

Finally, and the most important item here, the expatriates. What do I mean by that? Dr. Nourse would probably say an expatriate is a person whose roots have been taken up from his native soil and transplanted in alien ground. However, the best way to explain what I mean is to give a few examples.

THE EXPATRIATES HATE

One of the best examples is Ghandi, another is Nehru and another is Sun Yat Sen. Still another is Solkarno in Indonesia. Let's take Ghandi. There is nothing in my comments for him or against him. I am not praising or blaming him, just explaining how he got that way.

Ghandi was a typical deracinated person. He was born in India and at an early age was sent to England, not only to be educated, but to become an English gentleman. In those days when he walked around London he wasn't wearing a diaper as he did in later life, but was dressed in a tall silk hat, frock coat, and striped pants and carried a gold-headed cane. He wasn't thinking about the miseries of India but of what an English gentleman would do. He wanted to learn how to play the fiddle and dance. But when he became an English gentleman, he wasn't received by English gentlemen. They thought of him as a native and so he got mad as the devil and became anti-British.

That is true about most of the others. The same thing is true of Nehru, a typical deracinated person. He is a full-blooded Hindu of high caste, educated in English public schools and universities and taught to think in the English manner. He is a typical English schoolboy who hates the English like hell but understands them very well. His thinking is more English than Hindu. That means he can bamboozle and fool the English much better than the Hindus. Moreover, he not only hates the English, but also the Americans. Why?

He thinks we are too much like the English. I remember when I was talking to him years ago I was trying to explain there is a big difference between the English and Americans. I pulled out a copy of the Chicago Tribune to prove my point. He said, "Oh no, no, no. You dress alike and you smell alike, and there is nothing you can do about it."

We have to remember that Nehru is not pro-Communist, but anti-American, because we remind him too much of the English. Therefore, it is no use trying to appease him or win friendship by loaning him billions of dollars. You have to realize the basic factor of his psychology.

Sun-Yat-Sen is another case in point. Sun-Yat-Sen was born in China but he grew up in Hawaii, American territory, and was another deracinated person. Until he was 34, he knew English much better than Chinese. He grew up knowing nothing at all about Confucius or the Chinese philosophers, but he grew up knowing a great deal about the West.

A BORROWED PHILOSOPHY

To go back to Ghandi for a minute. When you get Ghandi's ideology, you read nothing that comes from the Indian philosophers, but something from John Ruskin, something from Thoreau and something from Tolstoy. Thoreau, Ruskin, Tolstoy and a little Kirsch, and that is Ghandi. The same is true of Sun-Yat-Sen, who grew up learning much more about Abraham Lincoln, Thomas Jefferson and Thomas Payne than the Chinese philosophers. He added a little here from George Bernard Shaw, and a little there from Karl Marx, and it adds up to Sun-Yat-Sen.

I talked to him quite frequently. He was an old man and I was a young boy, but I was surprised to find how little he knew about China. However, I must say he knew much more about Western ideologies than I did. I was very interested in his book, "The Three Principles of Government," in which the three principles discussed are: nationalism, democracy and welfarism.

I had read Confucius and I remembered that the principles did not appear in any of his writings. I asked Sun-Yat-Sen where he had obtained the three principles of government. He said, "It is very simple. I got them from Lincoln's Gettysburg Address—government of the people, by the people, for the people, shall not vanish from the earth." And he had transformed that into nationalism, democracy and welfarism!

Just by walking down the street it is possible to tell on which side these people are. Walk down the street in Ankara and you may see a young man dressed in Bond Street clothes, with short hair parted in the middle and held down with Kreml, horn-rimmed spectacles and patent leather shoes, and speaking with an obvious English accent. You will know he is violently anti-British.

Walk 10 feet farther and you will find a holy man dressed in a nightgown and a turban. He doesn't speak a word of English but he is violently pro-British.

The same thing is true in China. In Shanghai if you see some one dressed in Sears-Roebuck or Montgomery-Ward clothes, talking with an American accent, he is anti-American. If he is a Ph.D. from Chicago or Columbia university, he is violently anti-American.

Walk farther down the street and you see an old-fashioned Chinese gentleman with skull cap, slippers and long coat. He doesn't speak English, but he is pro-American.

Now comes the important point. What are we going to do about it?

We American people have been very stupid, and our State department has been more stupid, in handling foreign ideologies, and especially in Asia. We have tried appeasing the Communists and making friends with them and it is impossible to do so. The Communists, whether Russian or Chinese, are long-term enemies, and the more you give them the more they want. To grant them recognition in the United Nations would be suicide. I have said that for years and I think most of you realize it.

We are equally stupid in our misunderstanding of Asiatic nationalism. We have tried to appeal to Asiatics with American ideologies which mean nothing to them. In our Voice of America we have given sound American speeches that go very well in Sioux City and Chicago. However, translate those into Hindustani and Pakistani and they won't do anything.

Every nation has its own slogans and its own ideas and phrases. We don't use theirs, we use ours. We tell them our ideas and they don't get it.

Let's take a concrete illustration. Down in Mexico the word revolutionary sounds good and they have the National Revolutionary party. The word revolutionary doesn't sound good to us—We don't want to be revolutionary.

In France you have the Radical Socialist party. It is neither radical nor socialist, but is a sound Republican party. The French like to use the word radical because it sounds good to them. Over here we don't call things radical since we don't like the word. We do like the word progressive. It sounds good to us.

We are equally stupid in trying to get slogans for the Chinese. Hindus and Iranians. We are trying to sell them the idea of democracy. I am as great for democracy as you are, but it means one thing to the American and another thing to the Hindus and Chinese. I am 100 per cent for the free enterprise system, but you can't sell it to the Chinese. They don't know what you are talking about.

What you should do is show the Asiatic that his nationalism is menaced by the greatest threat in its whole history—Russian imperialism masked as Communism. You can tell them that and show them. Therefore, if we are smart, what we can do and should do is to appeal to the Asiatics as fellow believers in liberty as opposed to ruthless Communism which is really imperialism. There was the old imperialism of England, France, Holland and others, but the new imperialism of Russia is even greater. The Asiatics are blind to that fact and we should guide them to the true situation.

If we could once get this fire of fanaticism of Asia on our side, we would have very important allies. We could use that teeming manpower. It is not the purpose of America—it cannot be and should not be—to go around and try to save the world. However, what we can do is to aid people to help themselves both at home and abroad—not try to spend billions of dollars to give away friendship, or send our forces to fight their battles for them. What we can do is to aid other people to help themselves, to help them get their economic machinery going and to aid them in training armies in order to do their own fighting.

Yet, when the fighting comes in Korea, the Russians don't send anybody; they have thousands of Koreans and hundreds and thousands of Chinese. We send American boys, and what do we have? The Chinese Nationalists want to fight beside us, but no, we don't like their morals.

Psychologically, we ought to aid the free Chinese overcome Communist Asia. That is what the Asiatic nationalists would like. We should train the Chinese, the South Koreans and the people of the Philippines. If we could harness the fine fanaticism of Asia, which is without technical skill, then we could offset the fiery fanaticism of Communism, which, after all, is essentially Russian imperialism.

If we do that, then I can foresee not only a peace, but a peace prompt, and a new world opening before us.

CHAIRMAN H. H. MEYER: Our next speaker is one of America's outstanding authorities on price policies and income relations. He has had many years of experience in research, teaching and the top level of government service. At various times he has represented the United States in the International Institute of Agriculture in Rome.

He was the first chairman of the president's Council of Economic Advisers and served in that position from 1946 until November, 1949. Shortly after he resigned from his position in the executive office, our speaker was singled out by the Guggenheim Memorial foundation for special award for research and teaching. During the past year and a half he has lectured extensively throughout the country. Early this year, his book on current national problems became "must" reading for serious students of economic and political affairs. Dr. Edwin C. Nourse will analyze fiscal and monetary policy.

Cites intelligent credit control as means of stabilizing the national economy

Controls and the People

IT is a great pleasure to me to be back here in my home town and to be back with the American Meat Institute, an organization with which I made a good many contacts years ago when I was teaching agricultural economics at Iowa State college and was interested in livestock marketing.

After the excellent addresses that we have been hearing, I am moved to try to draw the threads a little bit together in connection with my discussion of a question which has been alluded to many times, and which is so much in the forefront of our thinking today.

Just how are we going to handle the affairs of this great self-governing country, and what sort of controls need to be inaugurated and supported by our citizenry?

I was interested particularly in the analysis of the situation by Mr. Hoadley, who is an economist with one of our important manufacturing companies. I also was interested in the views of Senator Dirksen who is a veteran of the House, but has come into the Senate and achieved a position of real leadership. Speaking for Illinois, I am proud that there are in the Senate two men who, in such a short time, have gained such positions of intellectual leadership and courage—Senator Dirksen and Senator Douglas.

It gives me a warm feeling as a native of Illinois, and I say that more or less regardless of the fact that they are two leaders in the economy campaign for which I, as an economist, certainly consider myself to be a professional spokesman.

COUNTRY CANNOT RUN ITSELF

We Americans love to boast that ours is the land of the free and the home of the brave. That's fine. But sometimes a lot of us get to acting in ways that create a suspicion that we don't know the difference between freedom and lawlessness or between bravery and the "valor of ignorance."

The economic affairs of a great $300,000,000,000 business enterprise—the economy of the United States—are not going to run themselves, particularly when confronted by the extraordinary strains and problems of adequate armament against Soviet aggression. Here I would like to pick up what Dr. McGovern said, because it

DR. NOURSE

seems to me that he gave you one of the most reasonable, persuasive and incontrovertible means by which to measure the intentions of Russia and to take sane rather than jittery steps to meet them.

If we aren't going to be an economic mob, there must be a lot of properly constituted control, so that we shall get the necessary things done decently and in order. Intelligent direction means: (1) certain public controls through agencies of a free government responsive to the desire of its citizens; (2) organized private controls through corporate structures like Swift, Armour, and the lesser packing companies, coordinated through policy-making and service groups like the American Meat Institute, and through national labor unions and federations with proper group leadership and internal discipline; (3) the self-control of the individual employer, employe, and citizen, who, in the last analysis, determines the quality of our economic behavior both in making policies and in securing compliance to them. When we make policy or even crystalize policies in terms of legislation or private business setups, it is only one part of the story. Achievement of performance under those policies is the real payoff.

WE CONTROL OURSELVES

My first provision comes under the head, "We Control Us." This outlines my answer to the question propounded in my title: "Who's controlling whom?" Here in free America we control ourselves through personal standards of conduct, private business organizations, and the agencies of our democratic government. If public controllers push us around, it is because we let them do it. If we do not get good economic behavior in the private sector, we are ourselves to blame for our economic ills and we invite big government to take over. You may put it in three steps—big government, socialism and communism. We invite that sort of a downward process to begin unless we are vigilant.

I don't think history is going to give us a very good mark on the manner in which we have been handling the several aspects of the management of our national business affairs since V-J day, when martial law in the economic sphere was supposed to end, and we were eager to go back to a civilian basis. Since Korea-Day, 15 months ago, we haven't been able to make up our minds, either to go back to a non-control basis or to show that we can run a normal free economy even while we have to "contain" Communist imperialism. The misuse of our freedom during this six-year period has given us an inflationary breakdown that is reflected in a 54c dollar and $3.50 to $5 steaks in the good restaurants. Then everybody yells, "There ought to be a law. Let's have price control!"

CONTROL NOT SO EASY

My next session is headed "Price Control Sounds Easy." Perhaps not to you, but to the public. Mr. Cole was talking about it this morning. Others have referred to the fact that to the public, price control looks like the easy answer.

Frank Vanderlip, a distinguished banker of this city in the old days, used to say: "America is a nation of economic illiterates." The economic illiterate thinks that the way to control prices in a situation such as has developed in this country is to post a schedule of dollars-and-cents ceilings for the butcher who wraps up the meat, or a price-and-profit formula for the packer who supplies him, and then to post a policeman to see that there is no monkey-business under the counter. As an economist, I submit that such a course is just trying to make the tail wag the dog. I suppose that the trick can be done after a fashion. You can lacerate the poor beast's tail so severely that he shivers in pain all over. But it is a lot more humane and healthy to

feed and doctor the dog so intelligently as to create a bodily well-being that manifests itself in the placid wagging of his tail. Prices will behave right when we give proper treatment to the muscles and organs of the nation's economic body.

Price control is one of those things that sounds awfully simple but turns out to be simply awful. It sounds easy when would-be controllers talk about picking a few strategic prices for control and assume that others will automatically go along in comfortable adjustment to the pegged items. As a matter of fact, however, the wage-cost-profit-price system of a free enterprise economy is a delicate and complicated organism. When you make arbitrary changes at one point, you start a whole chain reaction of complications, inequities, hardship cases, etc., that impose a tremendous and increasing burden on the administrative agency and that inject rigidities, costs, delays, and wastes into the business system. However, when we are trying to convert from normal peacetime operations to the strains of Korean war or the needs of western Europe, or of World War III, of "co-existence" with Russia, flexibility and speed are the qualities most needed.

PRESENT CONTROLS ARE A HOAX

I don't believe there is any occasion to point out to this audience that you can't run a manufacturing or a distributive business efficiently or economically on the basis of remote controls from a Washington bureau. I submit that the price controls which are being perpetrated from Washington today are a costly hoax. Eric Johnston, in a radio broadcast a couple of weeks ago, frankly admitted not only that price and wage controls have lots of "give" to them, but also that this reflects the policy of ESA—don't do anything that would make anyone unhappy. He said:

"The twin objectives—to prevent inflation and at the same time to maintain fair play for labor to assure production—have presided over the wage stabilization program from the very beginning . . . If we have an unfair and unsatisfactory wage stabilization program, then it means that our workers will naturally feel resentful, will feel that they have been asked to work under rules that have been rigged against them and that rob them of the buying power of their wages. Such workers—dissatisfied workers, workers who feel themselves cheated—cannot be counted upon to produce the goods in the speed and volume that we need."

After explaining that the wage program was based on acceptance of the escalator principle, Mr. Johnston went on to say that the board's policy "does not, as some have said, single out labor for special treatment—for favoritism—in the stabilization program. Our stabilization program has been designed to give fair and equitable treatment to all the producing groups. The farmer, by law, is given the protection of the parity formula. Similarly, the manufacturer and the merchant are given the protection of generally fair and equitable price ceilings. This means that the prices cannot be frozen if their costs go up—their ceilings must be set fairly in relation to costs . . . The fact is—and anybody can verify the facts from the figures on business profits—that the stabilization program certainly has not been developed at the expense of business."

SEATED: Dean L. Griffith, Merve Phillips, vice president; Carroll L. Griffith, president; Harry Gleason, vice president, and Andres Maren, vice president. SECOND ROW: Bob Stutz, Lou Weiner, P. D. Bartholomew, Les Hobbs, W. D. Gee, L. E. McCrath, A. P. Lovell, S. L. Thompson, Dr. L. A. Hall, S. L. Komarik, L. Sair, LeRoy Alfreds and Lewis W. Levy. TOP ROW: J. C. Hickey, J. E. McDougall, John C. Hartloper, R. Nihl Crider, W. C. Young, Howard Levy, L. Holmquist, George Lovell, Joe Czarnecki, H. J. Turner and Arthur Dunham, all of The Griffith Laboratories, Inc., Chicago.

In other words, in this inflation race we are in, everybody is to be ahead of everybody else.

That is why I call it an expensive hoax to set up a government agency with all the cost of staff, the meetings that are held and all the burden of expense imposed upon business concerns that have to keep records to be shown at hearings, in order to impose a system which, according to their own analysis, is designed to keep everybody from being unhappy by getting everbody ahead of everbody else. That is a costly hoax.

Even Charles Wilson, Eric Johnston, and Mike DiSalle now claim no more for price controls than that they will slow down the process of inflation. I believe that is an exaggerated claim. What they are saying is that, by setting up this system of universal leapfrog, everybody is getting one jump ahead of everybody else. They are saying that what we do in the regulation of our prices is to retard the process which we have been equally accelerating. Someone the other day referred to WSB as the Wage Stimulation Board rather than the Wage Stabilization Board. That is what we have in our control system.

In a meeting of top-flight business people that I attended last week, one of the businessmen talking about price controls said, "In our business the controls which are put upon prices result in higher prices than businessmen would themselves work out by adjustment to the situations as they are competitively presented to us."

That is testimony from the horse's mouth and simply goes back to our good old textbook economics that, in a free enterprise system, the competition of intelligent, keen business people has a better record than setting up standards which are established as minimums and tend to become maximums.

HAVE INFLATIONARY ARMY

It might be more correct to say that the so-called controls make the march of inflation more orderly, but also, more irresistible. Instead of an inflation mob, we have an inflationary army, making its advance under the sanction of law and administrative authority. Testifying before the joint economic committee of Congress last January, I said that the only sense in which prices are frozen is that certain relationships are given rigidity, while "escalator, parity, and other escape clauses permit prices to move on up with the quiet but irresistible force of a glacier." Meanwhile the price "control" setup imposes substantial costs on the Treasury and inflicts serious burdens and disruptions on business.

My next topic is "Fixed Prices vs. Stable Dollars." Here I am discussing the alternative from one kind of control of our economy and of the dangers of inflation to another. Please don't get the impression that what I have said about the futility of efforts to fix prices of specific goods and services is inconsistent with what I mentioned at the beginning about the necessity of having our national economic machinery under good working control. I have been arguing that it is more efficient and less costly for private individuals and their business organizations to take the responsibility for flexibly working out sound exchange relationships than to impose legal price controls. In fact, such action is indispensable to real industrial efficiency. It is that civil control and group control—sound business policy-making within the private center, which is the way of dealing with

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that problem of inflation from the market, which is half of our story.

However, this is not the whole story. Business managers, union officials, farmers, and plain consumers cannot carry out their activities in the market in a stabilizing manner if the dollar with which they must do their buying and selling and their saving and investing, is subject to severe and unpredictable fluctuations.

An engineering contractor, in making a recent bid, put in $2,000,000 for contingencies, because he was pretty sure that inflation would carry material and wage costs up still farther before the work was done. He could only guess how far. Another company took a more reckless guess and got the contract. If inflation gets going strong again in the next two years, that company will undoubtedly suffer a loss. It might default on the contract and thereby disrupt a lot of other business plans, or it might go bankrupt.

Here I want to introduce a little comment on what Mr. Hoadley said in his analysis of the outlook for business.

The essence of what he said is that the overall situation is fairly well stabilized between inflationary factors and deflationary factors.

As I have talked to businessmen and read the business press, I think that this is a view which is common now.

Take the situation in general. From the standpoint of government financing, credit extension and those things which inject liquid purchasing power into the system, we have an inflationary situation. On the other hand, turning to the good side, we have been properly impressed with the fact that we have had during this past year a great demonstration of the tremendous productivity of this country. So there are factors from that side which are deflationary—or use the phrase disinflationary—which offset what may be on the inflationary side.

It is rather easy to assume that they will keep the situation pretty stable for the next year, or at least for the remainder of the present fiscal year, which would be July 1 to June 30, 1952.

I believe that is the kind of psychology which almost inevitably builds up in a period like the one through which we have been going in the last couple of quarters. You have had an abatement of the runaway inflation which developed after K-Day. We have had a long run of sunshiny days. It isn't going to rain any more.

INFLATION MAY BREAK OUT AGAIN

I don't want to be a gloomy Gus, or someone who stirs up the animals when they are getting their first little rest and relaxation after the troubled period. However, I do believe, talking to you as businessmen, that it is very unwise to assume that there is no chance of a very terrific inflationary force cutting loose again before June 30, 1952.

I want to go into that analytically to just this extent. We have been lulled by the cessation of the up-movement and by practically a sidewise movement. You are not in a business like the television business. Men in that field would say we have been having a recession. The machine tool people have been having a boom, but, generally speaking, we have had a sidewise movement.

THE PACKING INDUSTRY SAFETY exhibit in the foyer outside the Grand Ballroom gave packers an opportunity to discuss their safety problems with leading experts in the field. LEFT: Henry Tefft, director of the Institute's department of packinghouse practice, greets Martin Cernetisch, safety engineer, John Morrell & Co., Ottumwa, Ia. Both were on hand at the booth during much of the convention. RIGHT: R. A. Harschnek (right), safety director, Swift & Company, Chicago, shows mesh safety gloves to (l. to r.) Joe Lengel, president; Mrs. and Sam Reinstein, sales manager, and Mrs. Lengel, Lengel Meat Packers, Temperance, Mich. So worthwhile was the exhibit, in the opinion of the National Safety Congress, that it plans to move the entire display over to the Stevens hotel for the National Safety Congress which starts next week, as an example of what trade associations can do to promote safety.

If you will take your price indices and see where they stand now, as against the time of the freeze, you will see that the period has not been a recessionary one. It was a period in which disinflationary forces were cumulatively present in the picture. I look at those price indices and try to interpret them. In my analysis, the fact that prices moved sidewise when there were strong disinflationary processes piled one on top of the other, suggests to me very strongly that there is a profound inflationary potential still present. You, as businessmen, want to consider that as a possibility.

During these last couple of quarters we have been going through essentially a sidewise movement. Have you had fiscal inflation through deficit spending? No. In that period the government was taking $3,200,000,000 more from the spending stream than it was putting back into it. That is a very substantial disinflationary force.

Second, in terms of business activity and businesses, this period of sobering up from the inflationary buying binge, has two prongs. One is that people stopped buying. Businessmen in certain categories, and consumers in very large areas were stocked up and became somewhat reassured. There was some talk of a possible cease-fire and they stopped buying and goods piled up on the shelves. You had an inventory scare and you had sales to liquidate inventories. Now, that two-prong reaction on the private demand side, was a pronounced disinflationary force.

People have been saving 9c of their dollars instead of the normal 5c on the dollar. They've definitely got what Sumner Slichter calls hot money! At least it is fairly warm and its owners are ready to come back. They aren't spending it while people are saying that prices are going sidewise or down. But you wait until prices turn up, and then that stuff is all ready to come out fast.

EASING CREDIT IS RISK TO BANKERS

Someone mentioned credit controls. These were made effective in the very month last fall in which the Federal Reserve Board obtained authority from Congress. The Board was allowed to impose some credit restrictions and, when the business community followed through with some voluntary credit restrictions, the controls were most effective.

Since that time, two things have happened. One, Congress has insisted that the Federal Reserve shall not impose credit control as strongly as the Board desired. Congress has made it necessary to relax controls and the private bankers, who found it fairly easy to go along with voluntary credit control when business was uncertain, are not going to find it nearly as easy to go along if we get into a new inflationary burst of government spending.

Third, the sidewise movement occurred during the peroid when the freeze and wage controls were effective. Here is the way it works. First you put on a freeze, and then you start thawing it out. The thawing out has progressed and the picture is much less advantageous from here on. Credit controls were strongest, the freeze was strongest, the sobering up from spending was strongest, and the deflationary effect of a government surplus was strongest during the period discussed.

Now, are those factors going to be present next spring? I don't think so. There are various estimates as to what we are going to have. As you know, the measures have not been passed, but if you take the trend of the House action in reducing the president's re-

quest for taxes from $10,000,000,000 to $7,200,000,000, and the Senate cutting it down still lower, you know that the possibility of having a disinflationary surplus of $3,200,000,000 is very remote.

I haven't heard anybody any more optimistic on that situation than to say it may be about as soft. We might come out about even this year. I believe Sen. Dirksen said last night there would be as much of a deficit as $20,000,000,000 in the following year.

The freeze is trickling out into a very liquid situation. Credit controls have been weakened within and without. The inventories are again being worked on, but with a very fair prospect of surplus turning into a shortage with the withdrawal of the supplies that are necessary to produce goods.

Take the automobile situation. There is the fact that, even if they have steel, they don't have copper. Thus, you have the prospect of an increase in government spending and a decrease of civilian goods.

Coming events cast their shadow before, and the idea that this kind of a tightening up is not going to become evident before June 30 of next year seems to be an unduly complacent interpretation of the situation. Such complacency is dangerous to businessmen who are trying to protect their positions in the coming year.

You do have the general idea of

SOME MEAT TRAILERS

1. N. Wolfe, vice president; A. Kutlov, factory manager; J. Klein, superintendent, all of Cadillac Packing Co., Detroit, and Jack W. Dowding, sales, Chicago, John E. Smith's Sons Co.
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4. Mike Brennan, manager, Columbia Warehouse Co., Chicago; Thomas Graver, general superintendent, H. Graver Co., Chicago, and Fred Stenzel, Agar Packing & Provision Corp., Chicago.
5. Albert W. Goering, president, Ideal Packing Co., Cincinnati, and Dr. A. R. Miller, chief of the Meat Inspection Division, U. S. Department of Agriculture.
6. J. P. Wilger and J. Ehardt, both of the supervising engineering division, Swift & Company, Chicago.
7. Herbert Slatery, jr., vice president, East Tennessee Packing Co., Knoxville, Tenn.; Ira V. Lay, jr., treasurer, and R. T. Lay, vice president, both of Lay Packing Co., Knoxville, and P. D. Bartholomew, Griffith Laboratories, Inc., Chicago.
8. Ed Vail, John E. Smith's Sons Co., Buffalo, and G. H. Ottery, executive vice president, A. F. Schwahnn & Sons Co., Eau Claire, Wis.
9. Robert R. Earley, R. W. Earley & Co., New York City, and Harry Nelson, partner, Ace Packing Co., New York City.
10. F. B. Nickerson, and A. O. Baumann, Commodity Appraisal Service, Chicago.
11. Evan Wray, salesman; Chris Finkbeiner, president, and Harry Stacy, pilot, Little Rock Packing Co., Little Rock, Ark.
12. Harold Peters, vice president, Peters Sausage Co., Detroit, and Dave Saylor II, president, Luer Bros. Packing Co., Alton, Ill.
13. Milton Berger, secretary, New England Provision Co., Boston.
14. Marvin F. Mullins, and Martin F. Foral, John Harvey & Co., Omaha, Neb.
15. H. F. Munson, comptroller, Luer Bros. Packing Co., Alton, Ill.; A. J. Murray, purchasing agent, Luer Packing Co., Los Angeles, and Homer H. Henderson, purchasing agent, Luer Bros. Packing Co., Alton.
16. J. Papish, Pueblo, Col.; F. A. Crabb, Ft. Dodge, Ia., and R. S. Karlinger, Pueblo, all of American Stores Co., and Jack Weiller, Jack Weiller & Co., Chicago.
17. H. E. Reilly, Miller & Hart, Inc., Chicago; K. E. Groeneveld, Groeneveld Co., New York City; Richard Rezanka, president, Miller & Hart, and Paul Youkey, E. G. James Co., Chicago.
18. Joseph Pavlak, vice president; George Zaslaw, vice president, and Jim Colvin, secretary-treasurer, all of B. Schwartz & Co., Chicago.
19. Edward Gold, assistant director public relations, Armour and Company, Chicago.

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catching both in terms of union objectives and in terms of the Stabilization Board policy of catching up.

The settlement in the copper strike creates an inferiority complex in the steel industry. Phil Murray has got a gap and he must close it. We still haven't heard from John Lewis, who is the pacemaker of them all, but John Lewis may do a leapfrog which will put him ahead of Phil Murray and ahead of the automobile makers.

There will be a drive not merely to take advantage of all the escalator escape clauses which are in the rules at present, but to fracture what was originally a formula of 10 per cent increases (which now has become about a 12 per cent formula and will probably be converted into a 15 per cent formula). Price does not arise from the monetary side, but from the market; and the cost-enhancing factors are, in my judgment, going to be strengthened by the control agencies.

Walter Reuther has expressed labor's reaction to the uncertain purchasing power of the dollars for which union contracts are drawn. He says, "We get a needed adjustment, only to find ourselves paid in wooden nickels."

Then labor goes after a new adjustment, trying to make it big enough to cover any contingency. Management, at the same time, finds that its operating costs are being enlarged at an uncertain rate by rising costs for both

MORE NOURSE on page 270

THROUGH THE LENS

1. Dean Griffith welcomed by his father Carroll L. Griffith, president, to the staff of The Griffith Laboratories, Inc., Chicago.

1. Ed Blimke, Harold Mitchell, vice president, and C. W. Hess, president, all of Speco, Inc., Schiller Park, Ill.

3. Alan McArthur, American Tag Co., Chicago.

4. Raymond Starr, vice president Koch Supplies, Kansas City; Mrs. and L. J. Fritz, partner, Wilber Wiener Co., Wilber, Nebr., and Walter "Mac" McCray, sales manager for Koch.

5. H. B. Howe, president, Howe Ice Machine Co., and William W. Morgan, president, Arctic Engineering Co., both of Chicago.

6. R. C. Allen, manager, and S. A. Granche, sales engineer, both of "Famco" Automatic Sausage Linker, Pittsburgh.

7. W. F. Fiedler, Chicago, and H. A. Crown, technical sales, New York City, both of Corn Products Sales Co.

8. Seated: E. P. Mitchell, R. C. Peters, regional manager, Kansas City, Mo., and T. H. Townsend, Indianapolis. Standing: J. B. Scanlan, D. C. Johnson, and C. W. King, regional manager, Chicago, all of Pure Carbonic division, Air Reduction Co., Inc., New York City.

9. H. W. Wernecke, vice president and sales manager, *The National Provisioner*, and C. D. Mullinix, Mullinix Packages division, Crown Zellerbach Corp., Los Angeles, Cal.

10. Frank Daniel, jr., Ralph Mecum, Bee Pick, Ray Waite, Renette Mezlo, and A. F. Zavodsky, president, all of the Aromix Corp., Chicago.

11. Albert O. Steckman, vice president and treasurer, Hercules Fasteners, Inc., Elizabeth, N. J.; T. A. L. Johnson, engineer, Kingan & Co., Richmond, Va.; S. L. Thompson, southeastern representative, The Griffith Laboratories, Inc., Columbia, S. C.; Edgar A. Thurman, partner, L. & T. Provision Co., Elliston, Va.

12. H. B. Nelson, assistant treasurer, *The National Provisioner*, and David Horwitz, president, General Machinery Corp., Sheboygan, Wis.

13. Charles Delany, and Paul L. Karstrom, both of Paul L. Karstrom Co., Chicago.

14. A. N. Horwich, president, Horwich, Vitkin Co., Chicago, and M. J. Salzman, Chicago.

15. Seated: J. L. Lawhon, president, Atlanta, Ga., and Cindy Jewel, Chicago. Standing: George L. Bowen, division manager, Chicago, all of Refrigerated Transport Co., Inc., and John Tawlks, Frozen Food Express, Chicago.

16. Seated: L. R. Swift, V. N. Winkler and F. A. Burchard. Standing: C. L. Harder, R. D. Handley and John Roth, all of Sylvania division, American Viscose Corp., New York.

17. Sidney Grass, secretary, I. J. Grass Noodle Co., Chicago; F. J. Fahrenkamp and C. E. Lovelette, F. J. Fahrenkamp & Co., Chicago.

Lem E. See SMOKES OUT PROFITS
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THIS LAST BATCH OF HAMS IS UNDERSMOKED. MY CUSTOMERS ARE RAISING THE DICKENS!
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YOU'RE RIGHT. I'M GOING TO STRAIGHTEN THIS OUT... I'LL WRITE KOCH!
DEAR MR LEM E. SEE: I'M GLAD TO GET YOUR LETTER. WE AT KOCH HAVE FOUND THAT YOU CAN'T ALWAYS BE SURE OF GETTING GOOD SMOKED MEATS UNLESS YOU HAVE SMOKING CONTROL.
MR. KOCH
SO I'M SENDING YOU FULL INFORMATION ON THE KOCH LINE OF PRECISION CONTROL SMOKING EQUIPMENT, AND HOW IT CAN BE INSTALLED IN YOUR PLANT.
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17

A PAUSE IN THE PASSING PARADE

1. Seated, left to right: Bill Kimball, Bruce Durling, vice president; Tubby Wood, sales manager; Bill Durling, president; Dave Nay, and Irving Zeiler. Standing: Ken Koepke, advertising manager; Seb J. Davin, George Foster, Phil Jones, Earl Anderson, George Liddell, and Irwin Martin, all of Wm. J. Stange Co., Chicago, Ill.

2. Seated: J. R. Stephenson, M. Guggenheim, Edward Hess, and Robert M. Seeley, all of Hess-Stephenson, Chicago. Standing: Wm. Minder, John Minder & Son, New York City; Edward Kohn, president, Edward Kohn Co., Chicago; S. Silverman, Silverman & Wexler, New York City; Al Salmon and Otto Salmon, both of A. Salmon & Sons, New York City, and Leo Wexler, Silverman & Wexler, New York City.

3. S. A. Meier, Milwaukee manager; Mrs. S. A. Meier, and John Downer, Chicago manager, Exact Weight Scale Co., Columbus, Ohio.

4. Henry S. Hilberg, secretary, John Hilberg & Sons Co., Cincinnati; Fred W. Stothfang, vice president, Cincinnati Butchers' Supply Co., Cincinnati, and Edward A. Kohl, E. A. Kohl Packing Co., Cincinnati.

5. F. E. Johnson, sausage foreman; Mrs. F. E. Johnson; Ray Law, plant engineer; Rosemary Robbins, secretary to the president; John Stout, manager, Wilson Plant; Nat Buring, president, all of Nat Buring Packing Co., Inc., Memphis; Mrs. and Mr. Mook Weiss, owner, Mook Weiss Packing Co., Memphis.

6. Arno W. Haering, Mrs. A. W. Haering, Wilmer J. Haering, all of the Haering Provision Co., Milwaukee; Ray Waite, Aromix Corp., Chicago; Mrs. Wilmer J. Haering, and A. F. Zavodsky, president, Aromix Corp.

7. D. M. Doty, F. L. DeBeukelaer, B. S. Schweigert, James A. Maroney, Charles F. Niven, all of American Meat Institute Foundation.

8. Hospitality room of Transparent Package Co. and Oppenheimer Casing Co.

9. Seated: Louis J. Asmus, Asmus Bros., Detroit, Mich.; Mrs. Harold Peters, guest; Marvin L. Asmus, Asmus Bros., Detroit; W. G. Pugh, plant superintendent, Peet Packing Co., Bay City, Mich. Standing: Emil V. Freyler, sausage superintendent, Blue Grass Provision Co., Covington, Ky.; Harry Elliott, Asmus Bros., Detroit; Michael F. Hoffman, Hoffman Sausage Co., Cincinnati, and Marvin L. Asmus, jr., Asmus Bros., Detroit.

10. M. Small, buyer, and Herman Silver, vice president, both of Food Fair Stores, Philadelphia; W. F. Schluderberg, president, Wm. Schluderberg-T. J. Kurdle Co., Baltimore, Md.; J. Goldberg, meat department, Food Fair Stores, Philadelphia; E. E. Schwitzke, secretary, Trunz, Inc., Brooklyn; Walter Seiler, president, Karl Seiler & Sons, Inc., Philadelphia, and R. J. Schoelkopf, treasurer, Trunz, Inc., Brooklyn.

11. Seated: Sid Hark, Hark Beef Co., Boston; Ralph D. Moulding, Bob Wheeler and Jim Derby, all of Armour and Company, Chicago, and Fred Hark, Hark Beef Co., Boston. Standing: Claus Clausen, Merrill Lynch, Pierce, Fenner & Beane, Chicago; Dick Borling; Lester B. Palmquist and Ken Bacon, all of Armour and Company, Chicago, and Bob Ehrler, Merrill Lynch, Pierce, Fenner & Beane, Chicago.

12. M. C. Phillips, vice president, Griffith Laboratories, Chicago; L. A. Selzle, Chicago, and L. E. Miller, both of the branch house operating department, Swift & Co., New Orleans.

13. Seated: C. A. Raynor, vice president; Laurence W. Pfaelzer, president; Herbert W. Strauss, Sam Isaac. Standing: Mike Deming, Bill Raynor and Mike Krauss, all of Independent Casing Co., Chicago, and E. D. Moran, sauasage consultant, Madison, Wis.

14. Henry Meyer, Wilfred Sawyer, Vernon Hardman, A. E. Palenshus, and Peter Walters, all of Sawyer and Walters, East Troy, Wis.

15. Mrs. and Mr. Walter Wettermark, chief engineer; Charles Chauvet, plant engineer; Mrs. Charles Chauvet, Mrs. Jack Phillips, and J. N. Phillips, superintendent, all of Peyton Packing Co., El Paso, Tex.

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A DUKE'S MIXTURE

1. William E. Kuhn and J. Frank Eaton, district manager, Chicago, both of Kalamazoo Vegetable Parchment Co., Parchment, Mich.
2. R. H. Marks, vice president; H. K. Hirsch, sales manager; Ray Didier and Ray Carroll, all of Enterprise Incorporated, Dallas.
3. Walter J. Best, Best & Donovan, Chicago, and Leonard Krez, president, Paul J. Krez Co., Chicago.
4. Harold Peters, vice president, Peters Sausage Co., Detroit, Vance H. Dodson, district manager, and Jerry Blanchard, sales manager, both of A. C. Legg Packing Co, Birmingham, Ala.
5. G. William Birrell, president, Kunzler & Co., Inc., Lancaster, Pa., and M. Denisman, sales manager, Wass Food Products Co., Chicago.
6. W. H. McCormac and P. J. Nowacki, both of the V. D. Anderson Co., Cleveland.
7. Samuel Barliant, president, Barliant & Co., Chicago, and Jack E. Breadman, Bee Products Co., Chicago.
8. C. W. Strecker, Gentry division of Consolidated Grocers Corp.: James Trottman, Trottman's Kitchens; Lynn Mohr, and M. E. Atkinson, Gentry division of Consolidated, all of Chicago.
9. George H. Elliott, George H. Elliott & Co., Chicago; P. W. Downer, Moench Tanning Co., Gowanda N. Y., and J. C. Graham, George H. Elliott & Co., Chicago.
10. Daniel Koss, secretary, Standard Casing Co., Inc., New York City; Henry J. Kuester, general manager, West Branch Packing House, West Branch, Mich., and Robert Tartow, Standard Casing Co., Inc., New York City.
11. James E. Carell, president, Carell Sales Co., Cincinnati; Frank J. Luebbe, vice president, and Harry Freedman, president, Midwest Textiles, Inc., Cincinnati.
12. A. F. Jaumann, Leland Chemical Co., Chicago; Mrs. A. F. Jaumann; Mrs. M. F. Kieling, and M. F. Kieling, Kent Butchers Supply Co., Grand Rapids, Mich.
13. Mr. and Mrs. S. J. Rollo, sales promotion, Miller & Miller, Inc., Atlanta, Ga.
14. Deane E. Perham, Vilter Mfg. Co., Milwaukee, Wis.; O. F. Gilliam, district manager, and D. B. Devendorf, both of Niagara Blower Co., Chicago, and Fred Berk, Henry Vogt Machine Co., Chicago.
15. Charles Chambers and Harry Matthews, both of Geo. A. Hormel & Co., Austin, and C. R. Vann, president, Ohio Natural Casing & Supply Co., Newark, Ohio.
16. H. Lyle Greene, president, Peters Machinery Co.; A. R. MacDonald, Arthur R. MacDonald, Inc., and Mrs. H. L. Greene, all from Chicago.
17. E. A. Anderson, sales, and Phil Raymond, Western representative, Sellers Injector Corp., Philadelphia, and Robert Kraft, purchasing agent, David Davies, Inc., Columbus, Ohio.
18. G. F. Frank, president, G. F. Frank & Sons, Inc., Cincinnati.
19. Robert Wilkinson, Elmer Keebler, manager, and Jack Noonan, all of Keebler Engineering Co., Inc., Chicago.

REAL CONVENTION ATMOSPHERE

1. Seated: M. A. Hagel, executive vice president; J. O. Smith and William A. Walberer, manager, special commodities division. Back row: W. H. "Hank" Bright, eastern representative; John W. Crowley, western representative, Salt Lake City; P. A. Schuster; Douglas Parrish, Birmingham, Ala., and R. P. McBride, all of Fearn Foods, Inc., Franklin Park, Ill.

2. J. J. Everard, sales promotion manager, and P. J. "Pete" Braun, A. E. Staley Manufacturing Co., Decatur, Ill.

3. Gordon Austin, Whitting & Austin, Chicago; Walter Nowe, J. T. Taylor Brokerage Co., Pittsburgh; George Whitting, jr.; Shirlee Neal and Carl F. Cipolla, all of Whitting & Austin, Chicago; D. K. Sanders, vice president, The Cudahy Packing Co., Omaha; M. J. Borelli, M. J. Borelli & Co., San Francisco. Back row: David Dobkin, J. T. Taylor Brokerage Co., Pittsburgh.

4. Walt and Mrs. Winger, Winger Mfg. Co., Ottumwa, Ia.; Allen C. Mayer, Davenport, Ia., and E. A. Ross, sales manager, Philadelphia, both of Oscar Mayer & Co.

5. Seated: Felix Cristion, general manager, Food Management of Western States, Inc., Seattle; Leonard J. Hantover, vice president; Mrs. Hantover, and Charles L. Abrams, all of Phil Hantover, Inc., Kansas City, Mo. Standing: W. A. Humphrey, Phil Hantover, Inc., Kansas City, Mo.; Nat Buring, Nat Buring Packing Co., Memphis, and Fred W. Trenkel, Armour and Company, Chicago.

6. Burt Peterson and J. H. Peterson, both of Peterson-Priceman, Inc., Chicago; Fred Stearn, City Packing Co., Boston; W. Robertson, Peterson-Priceman, Inc., Philadelphia, and Harry Kelinson, owner, Harkel Packing Co., Philadelphia.

7. Merrill Lynch, Pierce, Fenner & Beane Chicago staff: Claus Claussen, S. A. McMurray, J. G. Mercer, Carl Kimes and Grant Wilson. Standing: D. J. Merrion, L. G. Mullineaux, Wm. R. Mendels and Bob Ehrler.

8. Seated: R. W. Stenstrom, Oscar Mayer & Co., Madison, Wis.; A. Lubansky and Bruno Czaja, both of St. John & Co., Chicago. Standing: Roy Reading, Enterprise Mfg. Co. of Pa., Philadelphia; Harry E. Drens, consulting engineer, Chicago; H. E. Seideman, Enterprise Mfg. Co. of Pa., Philadelphia, and Blair Adams, St. John & Co., Chicago.

9. Seated: Mrs. Sylvan Kadison, Mrs. Harry Bobsin, Mrs. Chet Pierson and Mrs. M. H. Magers. Standing: Sylvan Kadison, vice president, Harry Bobsin & Co., Chicago; Chet Pierson, superintendent, Tobin Packing Co., Estherville, Ia.; Harry Bobsin, president, and M. H. Magers, superintendent, both of Harry Bobsin & Co., Chicago.

10. H. Stedman and A. J. Prein, both of The American Perforator Co., Chicago.

11. Lewis J. Minor, director technical services; E. T. Keating, sales manager; Joseph S. Hardy, sales, and Glenn H. Freeman, midwestern manager, all of Huron Milling Co., Harbor Beach, Mich.

12. Marvin Rothchild, Hammond, Standish & Co., Detroit, Mich.; Paul C. Traver, Traver Corp., Chicago; Lee Jutrash, Traver Corp., Chicago; W. L. McNay, Wilson & Co., Chicago; M. C. Garrison and N. B. Northam, both of Ashland Cold Storage & Warehouse, and Vincent J. Sheridan, Traver Corp.

13. F. J. Dowling, sales division manager, American Can Co., Chicago; W. H. Clay, division purchasing agent, Swift & Company, Chicago; E. G. Weimer, D. B. Craver, central division manager; J. T. Ensminger, R. E. Fitzgerald, and R. O. Young, all of the American Can Co., Chicago.

14. Seated: J. P. Lauderman, Chicago; George Hardigg, New York City, and N. M. Potts, Chicago. Standing: J. R. Hughes, Chicago, all of Continental Can Co.; Jack Nester, Ready Foods Canning Corp., Louisville, Ky.; E. R. Johnson, Chicago, and R. J. Cline, Chicago, both of Continental Can Co.

15. F. H. Wagner, jr., sales manager; J. V. Jamison, III, president; Jack Fogle and Stanley Baldwin, Chicago district manager, all of Jamison Cold Storage Door Co., Hagerstown, Md.

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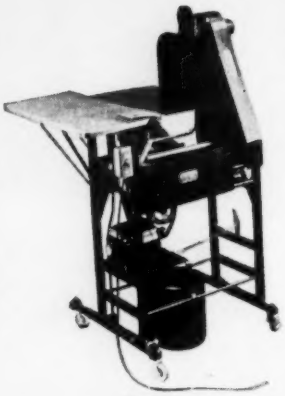

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CONVENTION CAMERANTICS

1. N. C. Sapsford, New York; L. C. Sauter, Minneapolis; R. E. Franz, sewed casing division, Chicago, all of Wilson and Co., Chicago, and Phil Raymond, Sellers Corporation, Philadelphia.

2. D. J. Boudinot, industrial sales manager, and John H. Sharp, both of Toledo Scale Co., Toledo.

3. Vic Figlar, John Max Weyer, president; Jack Haug, and Antone J. Delorme, Fond du Lac, Wis., all of Van Loan & Co.

4. W. H. Bright, Fearn Foods, Franklin Park, Ill.; Margaret Nicola; John Delfrate, owner; Mary Delfrate, all of Delfrate Packing Co., Slovan, Pa.; Frank Mosier, president, Excel Sausage Co., Tacoma, Wash., and John W. Crowley, Fearn Foods, Inc., Salt Lake City.

5. J. C. Igou, manager, Juniata Packing Co., Tyrone, Pa.; H. F. Hornstein, sales, Schwenger Klein, Inc., New York City, and James Smith, secretary, Lucas L. Lorenz, Inc., Brooklyn.

6. H. J. Addison, west coast representative, H. J. Mayer & Sons Co., Chicago, and P. J. Pries, jr., The Glidden Co., Soya division, Chicago.

7. E. W. Lewis, New England sales manager; Jerry Blanchard, sales manager, both of A. C. Legg Packing Co., Birmingham, Ala., and J. D. DeVoe, Wilson & Co.

8. W. J. Shannon, product control division, and R. G. Roecklein, both of Oscar Mayer & Co., Madison.

9. W. A. Humphrey, Phil Hantover, Inc., Kansas City, Mo.; Larry Bing, vice president, The Adler Co., Cincinnati, and C. L. Abrams, sales manager, Phil Hantover, Inc., Kansas City.

10. Harry Homer, jr., eastern representative, Milprint, Inc., Philadelphia, and H. C. Homer, sr., meat consultant, Buffalo.

11. Wm. B. Durling, president, and "Pee Wee" Hughes, both of Wm. J. Stange Co., Chicago, and Frank N. Davis, NP.

12. B. J. Killian, assistant manager, Field Packing Co., Owensboro, Ky.; Daniel Dohm, jr., president, Dohm & Nelke, Inc., St. Louis; C. E. Field, president, Field Packing Co., and Eric Anderson, field engineer, Dohm & Nelke.

13. A. E. Hoffman, technical service manager, and Harry E. Whitmore, sales manager, Universal Oil Products Co., Chicago.

14. Henry Rottersman, president, Mrs. Henry Rottersman, treasurer, and Floris Rottersman, secretary, all of Advance Oven Co., St. Louis.

15. F. Gromber and D. Weissman, sales engineer, both of Drying Systems, Inc., Chicago, and Gordon Meyer, H. H. Meyer Packing Co., Cincinnati.

16. William Payton, secretary; John H. Payton, president; Lee Gabrielson, Margaret Pfeiler; R. H. Skadow, vice president, and Mrs. Paul Howard, all of Great Lakes Stamp & Mfg. Co., Chicago.

17. B. Freeman, general superintendent, Burns & Co., Limited, Calgary, Alta., Canada, and C. B. Jensen, chief engineer, Atmos Corp., Chicago.

18. E. C. Steiner, president, Kentmaster Mfg. Co., Los Angeles.

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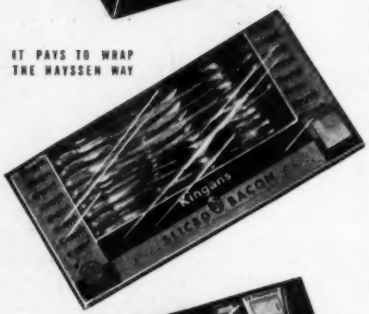

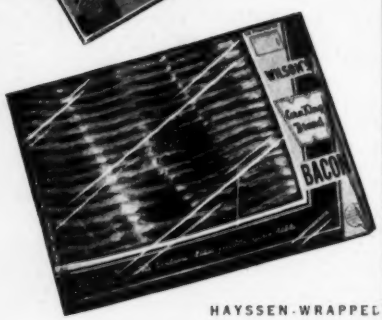

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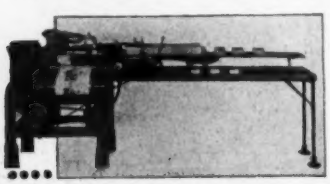

MEAT MEN MEET IN LOBBY AND SUITES

1. Ray Townsend, president; Fred Wilcox, sales manager; Miss Sherry Townsend, and Max Richards, Townsend Engineering Co., Des Moines, Ia.

2. Bill Hess and A. A. Hess, Continental Electric Co., Chicago.

3. Seated: Mrs. James E. Carell, Mrs. A. F. Jaumann, Mrs. and Mr. Leo Zech, purchasing agent, Marhoefer Packing Co., Chicago. Standing: James E. Carell, Leland Chemical Co., Milwaukee; Howard York, director of sanitation, Kingan & Co., Indianapolis; A. F. Jaumann, Leland Chemical Co., Chicago, and H. W. Wernecke, vice president and sales manager, *The National Provisioner*.

4. William P. Bartlow, secretary-treasurer, Bartlow Bros., Inc., Rushville, Ill.; John Julian, president; Joe McIntyre, both of Julian Engineering Co., Chicago; Joe Urban, sausage foreman, and Robert E. Bartlow, president, Bartlow Bros., Inc.

5. Cincinnati Butchers' Supply Co. representatives: Seated: George McSweeney, Richmond, Va.; Wm. C. Schmidt, vice president, Cincinnati; C. Oscar Schmidt, president, Cincinnati; Walt Hammann and Victor Langner, Chicago. Standing: E. M. Kahn, New York; A. J. Belaskas, Chicago; James Black, vice president, Chicago, and Fred W. Stothfang, vice president, Cincinnati.

6. First Spice Mixing Co. representatives: Felix Epstein, president, New York City; Siggie Wolff, New England; Bob Epstein, vice president, New York City, and Martin Heiman, manager, New York City. Standing: Marcus Moch, Detroit; Jack Berlin, West Coast; Chas. M. Cox, St. Louis; Harry Pett, Miami; Jack Kwinter, Toronto, Canada; Wm. Kaufmann, Cincinnati.

7. Seated: E. D. Brigham, supervisor of equipment; L. H. S. Roblee, president; F. O. Leffler, vice president, all of North American Car Corp., Chicago, and T. H. Hocker, vice president, Geo. A. Hormel & Co., Austin. Standing: R. D. Arney, production manager, Gerry MacGillivray, Chicago, both of Geo. A. Hormel & Co., and J. Flanagan, North American Car Corp., Chicago.

8. Seated: H. R. Regelin, dry sausage department, Armour and Company, Chicago; Wm. A. Rose, president, Rose Packing Co., Chicago, and Tom Evans, R. F. Norris and Associates, Chicago. Standing: W. M. Tynan, W. M. Tynan & Co., New York City; Howard Wells, and Roy F. Norris, R. F. Norris and Associates, Chicago.

9. Daryl Houdeshell, Milprint, Inc., Milwaukee; Lawrence W. Forster, secretary, and Mil J. Boyne, office manager, both of Fuhrman & Forster Co., Chicago; Tom Waldron, Basic Food Materials, Inc., Vermilion, Ohio; Herbert O. Krueger, vice president, Furhman & Forster Co.; George E. Calhoun, general manager, Merchants Wholesale Meat Products Co., Marquette, Mich.; and Paul Glienke, Fuhrman & Forster Co.

10. C. J. Laudegend, Detroit; R. W. Burrows, Chicago; R. S. Cole, Detroit; J. T. Stringer, Robert Burrows, W. M. Burrows, W. F. Richmond, all J. C. Wood & Co., Chicago, and J. R. Bradley, Swift & Company, Chicago.

11. Dick Mullinix, Mullinix Packages, Los Angeles; Ed Schoenthaler, Roslyne Bartlett, both of Central Waxed Paper Co., Chicago; Art Kern, Western Waxed Paper Co., Los Angeles, and John Cusack, jr., Central Waxed Paper Co., Chicago.

12. Seated: Mrs. L. Lewin, guest, and Mrs. Edward Wax. Standing: Arthur S. Popiel, Frank Jaworski Sausage Co., Hamtramck, Mich.; Edward Wax, and Warren Hambourger, both of Edward Wax Casing Co., Chicago.

13. Seated: John Lindquist, Packing House By-Products Co., Chicago; Bernie Rothschild, M. Rothschild & Sons, Inc.; Joe Beucher, Nick Beucher & Sons Co., Chicago; Carl Rothschild, Chicago, and Don Wilson, Omaha, both of M. Rothschild & Sons, Inc. Standing: Fred Locke, Alfred Jacobshagen Co., Chicago; Phil Rothschild, M. Rothschild & Sons, Inc., Chicago; Nick Beucher; C. J. Nuth, both of Packing House By-Products Co., Chicago, and Doyle Harmon, Doyle Harmon Cattle Order Buyers, Sioux City.

14. Cudahy Packing Co. casing division representatives: Seated: W. C. Mahony, Chicago; L. L. Miller, Omaha; Frank Ryan, Chicago; S. J. Warren, Minneapolis. Standing: C. L. Farmer, Boston; Alex White, Chicago; M. Squiciari, New York, and Joe Zbornik, Philadelphia.

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1. T. A. L. Johnson, Kingan & Co., Richmond, Va.; R. A. Wohlberg, S. John Szekais, and Ivan G. Potts, all of H. J. Mayer & Sons Co. Inc., Chicago.
2. Seated: J. A. Weber, John Morrell & Co., Chicago; Florence Lesniak and Claxton Lee, both of Lacy Lee, Chicago. Standing: T. H. Lee, John Morrell & Co., Ottumwa; Lacy Lee of Lacy Lee, Chicago, and F. E. McCarthy, John Morrell & Co., Ottumwa.
3. G. L. Childress, executive vice president, Roegelein Provision Co., San Antonio; Warren G. Henry, Manufacturers Co-op.; Mrs. Childress, and Earl S. Fisher, Westinghouse Corp., Ken-Rad Division, Owensboro, Ky.
4. Seated: John E. Staren, president; Mrs. Helen Miller, vice president, and T. K. Carney. Standing: C. J. Barbosky, K. L. Harrison, Wayne E. Rice and John F. Staren, all of John E. Staren Co., Chicago.
5. Seated: Dick Drees, Bob Kenyon, superintendent; Lee Kenyon, president, and Joe Chvalovsky. Standing: Ted Brown, Ben Miller, Ed Gisch and Joe Ryan, all of The Preservaline Company, Flemington, N. J.
6. Jim O'Halloran, jr., George Sunderland, James A. Hogan, jr., and Harold DeFord, all of Sunderland and DeFord, Chicago.
7. J. L. Lane, B. H. Schenk, A. Cameron, G. Reid and F. Fisher, all of Visking, Ltd., Lindsay, Ont., Canada.
8. Lyal Andersod, superintendent, A. F. Schwahn & Sons, Eau Claire, Wis.: Bob Figal, Armour Laboratories, Chicago; Peter Findlay, Allen & Findlay, Ltd., Auckland, New Zealand; C. T. Monson, production control, Armour and Company, Chicago, and G. F. Smitskamp, manager, raw materials, Armour Laboratories, Chicago.
9. Mrs. Dina Heymanson, who is 91 years old, visited the convention with her son Ivan Heymanson, president, Atmos Corp., Chicago.
10. Seated: E. T. Stead, Lester B. Palmquist, boning beef department, both of Armour and Company, Chicago; John G. Duetsch, vice president, John Krauss, Inc., Jamaica, N. Y., and J. F. Green, G. H. Dunlap Jr. Co., Chicago. Standing: H. E. Bender, G. H. Dunlap, jr., both of G. H. Dunlap Jr. Co., Chicago; Fred W. Trenkle, Armour and Company, Chicago, and E. W. O'Reilly, G. H. Dunlap Jr. Co., Chicago.
11. John Duetsch, vice president, John Krauss, Inc., New York City; Leo Stoll, Stoll Packing Co., New York City; John Wilson and Paula Brown, Sloman, Lyons Brokerage Co., Chicago. Standing: J. B. McCrea, general manager, Alex J. McCrea, president, both of Ohio Provision Co., Cleveland; Jack Karp, Sloman, Lyons Brokerage Co., New York City; F. E. McCarthy, John Morrell & Co., Ottumwa; Irving Sloman and Vernon Opp, Sloman, Lyons Brokerage Co., Chicago, Illinois.
12. Front: Sharon and Laura Lundahl. Back: Mrs. and Arthur E. Lundahl, production manager, Miller Wrapping & Sealing Machine Co., Chicago.
13. Seated: R. E. Welts, Cambridge, Mass.; R. A. Carbone, Chicago; R. W. Parsons, Cambridge; J. E. Brasseur, Michigan; J. C. O'Brien, Michigan. Second row: R. J. Jones, Texas; D. L. Livingston, Nebraska; H. E. Cooper, Cambridge; J. E. DeCaprio, Chicago; R. A. Miller, Chicago; S. Herman, Detroit; W. E. Robinson, Iowa; R. H. Harrison, Nebraska. Third row: E. N. Funkhouser, Cambridge; G. W. Atkins, Tennessee; J. P. Eustis, II, New York City; J. Cross, Cambridge; D. B. Arnold, jr., Cambridge; D. B. Stirling, Michigan; D. H. Taylor, sales manager, Cambridge; R. D. Lowry, Cambridge. Last row: R. I. Morris, Pennsylvania; R. L. Tucker, Cambridge; E. C. Schultz, Indiana, and J. M. Cook, Cambridge, all representatives of Dewey and Almy Chemical Co.
14. Berth. Levi & Co. representatives. Seated: Martin D. Levy, vice president; William C. Ragals, vice president; Leonard D. Weill, secretary; Harold Levi, treasurer. Second row: Al Freud, Walter J. Wozniak, Bob Sachs, Leonard Shapin, M. H. (Mike) Baker, N. (Berk) Berkowitz. Third row: E. Hertz, Alex Lavenberg, Harry Chichester, A. T. Wilson and Nate Ulick.

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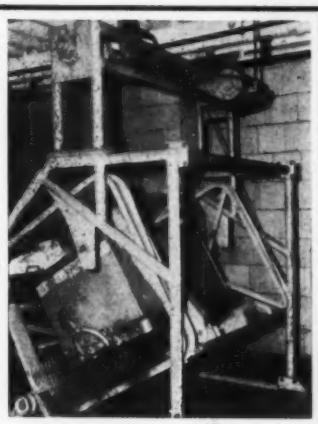

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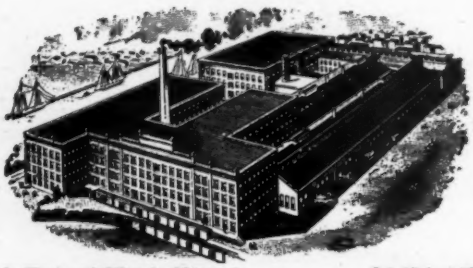

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CONVENTIONEERS ALL

1. F. G. Rogers, sales engineer, Standard Knapp division, Emhart Mfg. Co., Chicago, and Mrs. F. G. Rogers.
2. Dave Sherman, Milton Kamerman and Al Levine all of Goldsmith Pickle Co., Chicago.
3. Sylvan May, Patent Casing Co., and Dave Falk, David Falk Casing Co., both of Chicago.
4. Sami Svendsen and R. W. Denwood, both of Sami S. Svendsen, Chicago.
5. Chester A. Olsen and Fred J. Avery, president, Materials Transportation Co., Chicago.
6. Ernest C. Wilbur, advertising manager, L. E. Smith, general sales manager, and R. J. Hermann, Dole Refrigerating Co., Chicago.
7. Ed Hannaford, Knoxville, Tenn.; C. A. Rolfes, Cincinnati; John H. Dettenwanger, Ft. Wayne, and Wilbur H. Turner, all of The Heekin Can Co., Cincinnati.
8. Mr. and Mrs. Bruce Hogarth, sales engineer, Woodside Smokehouse Co., Wayne, Pa.
9. Frank N. Davis, *The National Provisioner,* and L. H. McMurray, L. H. McMurray, Inc., Indianapolis.
10. Robert J. McIlueen, sales, and Henry Deutinger, president, The Aula Co., division of Archibald & Kendall, Inc., Long Island City, N. Y.
11. Robert Eidinger, president, The Robert Mfg. Co., Chicago.
12. John J. Lambert, Chicago representative, and Claude L. Brown, assistant sales manager, Ken-Rad Lamp Division, Westinghouse Electric Co. located in Owensboro, Kentucky.
13. William C. Schmidt, vice president, and C. Oscar Schmidt, president, Cincinnati Butchers' Supply Co. of Cincinnati, Ohio.
14. E. W. Lewis, district sales manager, A. C. Legg Packing Co., Boston; Mel Darack, Dirigo Sales Corp., Boston, and Jerry Blanchard, sales manager, A. C. Legg Packing Co., Birmingham, Ala.
15. A. F. Barnebey, sales, Omaha, and Karl Smiddy, assistant plant manager, Chicago, Arkell Safety Bag Co.
16. H. W. Tohtz, R. W. Tohtz & Co., St. Louis, Mo.; Mrs. Howard M. Wilson, and Howard M. Wilson, president, American Mill Service Co., Inc., Minneapolis, Minn.
17. Bud Leslie, Bill Dyon, Mrs. A. C. Smith, and E. L. Johnson, all of Kearns and Smith Spice Co., Chicago.
18. Harvey W. Wernecke, vice president, *The National Provisioner;* Miss Sally Goldfarb, *Cincinnati Enquirer,* Cincinnati; Catherine Doherty, secretary to the president, Cincinnati Cotton Products Co., Cincinnati, and Robert E. Davies, of the *Provisioner.*
19. E. Hendricks, R. Reinbold, and R. D. Lightfoot of E. G. James Company's machinery and supply organization, Chicago.

NOURSE from page 254
labor and material, whereas its depreciation reserves are becoming inadequate to replace machinery and plant at the new costs. Hence, management fights for a profit margin as wide as possible so as to cover this uncertainty as comfortably as possible. All this demoralizes the normal bargaining process of an enterprise economy.

That is what we have at the present time—a demoralization of the normal market process. Businessmen are trying to protect profits by pushing prices up out of the reach of rising wage

SUPPLIERS IN THE SPOTLIGHT

1. Meat Industry Suppliers, Inc., staff. Seated: Ralph Kaufman, Sol Morton, president, John Lowe, Henry Freedman. Standing: Tex Boyle, George Temmerman, Ed Friedman, Ray Heerman, Harold Golbin, and Jack Kearney.

2. Seated: Murray D. Mainster, Paul Rosenfeld, president, and Dan Summer, all of Sayer & Co., Newark, N. J. Standing: A. Schwam, Sayer & Co., Newark; Morrie Noe, president, Superior Meat Products, Gary, Ind.; George E. Stutz, president, Stutz Casing Co., Chicago; Kurt M. Georgi, and Louis R. Hausman, both of Sayer & Co., Newark.

3. Sol Salinger, vice president; Marty Bush, vice president; Harry I. Hoffman, president; William Zeisel, vice president; and John Finucane, vice president, all of J. S. Hoffman Company, Chicago.

4. Seated: J. B. Sabean, vice president; Harold Smith, president; Baldwin Smith, vice president. Standing: Ed Vail, Jack W. Dowding, and Herb Hunn, chief engineer, all of John E. Smith's Sons Co., Buffalo, N. Y.

5. Seated: R. A. Wohlberg, S. A. Mayer, secretary; Charles F. Mayer, president, and H. J. Addison. Standing: Ray C. Wilson, John Szekais, Ivan G. Potts, and M. C. Dakin, all of H. J. Mayer & Sons Co., Inc., Chicago.

6. Seated: P. G. Freeman; R. H. Freeman, sales manager; Miss E. C. Wallner, assistant to president. Standing: Frank Kocarek, jr., Joe Hagberg, and W. O. Harper, service manager, all of Miller Wrapping & Sealing Machine Co., Chicago.

7. Milwaukee Spice Mills, Milwaukee, staff. Seated: M. A. Foran, C. S. Smolen, and Harry G. Murphy. Standing: Al Peters, Bob Lindahl, J. D. Foran, Paul J. Schlueter, and Glenn Granath.

8. E. G. James and guests in hospitality rooms.

9. Front row: Catherine Doherty, secretary to president, Cincinnati Cotton Products Co., Cincinnati, Sally Goldfarb, *The Cincinnati Enquirer*, Cincinnati; Dave Resnick, Monarch Meat Packing Co., Milwaukee; Oscar Emge, president, Emge Packing Co., Inc., Fort Branch, Ind.; Dave Rose. Second row: Sydney Goldfarb, president; Maynard E. Ackerman, and Henry Newgard, plant manager, all of Cincinnati Cotton Products Co., Cincinnati.

10. E. J. Ward, president; Ed H. Bartisch, Cincinnati manager; C. E. Schoeneman, Cleveland manager; George E. Carll, Rock Island; T. E. Foster, Rock Island, and E. C. Ward, all of United Cork Companies, Chicago.

11. Seated: Earl Townsend and Jack Pendexter, sales manager. Standing: Jack Woods, Matt Keane, Bill Icke, and Ev Shelby, all of H. P. Smith Paper Co., Chicago.

12. Seated: R. Olson, Chicago Cold Storage Co., Chicago; Max Lyons, National Tea Co., Chicago; Matt Buol, Kroger Co., Chicago, and C. H. Ehemann, National Tea Co., Chicago. Standing: W. A. Kopke, general manager, Chicago Cold Storage Co., Chicago; O. Stone, National Tea Co., Chicago; M. A. Hunt, and W. A. Kron, both of Chicago Cold Storage Co.

13. W. E. Oliver, general manager; Harry Mackinson, both of the Afral Corp., Chicago; Mrs. Pat Rooney, St. Louis; Bob Scott, vice president, Home Packing Co., Terre Haute, Ind., and A. J. Rooney, Afral Corp., St. Louis.

14. James A. Frank, James E. Carell, R. K. Kurze, Ivan T. Bauman, H. C. Homer, and Fred Stobe, all of Meat Industry Seasonings, Inc., New York City.

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claims; labor is trying to keep wages ahead in the race with the cost of living; and farmers are trying to keep the price of things they sell ahead of the cost of things they buy. It is no part of the American system of free enterprise for government to step into that maelstrom and try to stabilize the dollar or to arrest inflation by pegging individual prices. If Congress and the executive branch are economically sophisticated and politically sincere, they will not go at the problem with the local popguns of price fixing, but will turn to the heavy artillery of fiscal and monetary control that lie unquestionably within the prerogatives of government.

My next section then is called, "Military Defense and Monetary Defense." There are two areas of control which, as a free people, we have always recognized must be exercised by our federal government, because they cannot be exercised at all by private agencies or by small units of government. One of these great powers and responsibilities is defending the country against attack from without. The other is defending the dollar against attack from within.

The federal government can draft our sons and requisition our property for military defense. It can do this only as it is authorized to do so by the Congress.

Along with the constitutional power given to Congress to provide for national defense is the other basic power of providing a sound and adequate currency, in terms of which every individual and organization and every man and woman, must do their business, earn and spend their incomes, and hold their property. If the dollar crumbles, the whole structure of business collapses. The government can be required to control the money supply in such a way as to preserve the soundness of our dollars, or it can be forced to debauch our currency.

I believe we, from various approaches, are really inducing our repre-

CAMERA CUTS A CAPER

1. Daryl Houdeshell, manager, meat packing section, Milprint, Inc., Milwaukee, and Emil A. Schmidt, president, The Schmidt Provision Co., Toledo.
2. Don Keller, The Village Blacksmith Co., Watertown, Wis.
3. E. C. Pfaffhausen, president, Industrial Air Conditioning Systems, Incorporated, Chicago.
4. Roy Espe, Julian Engineering Co., Chicago.
5. George Smale, president, Smale Metal Products Co., Chicago.
6. Ted Beck, and H. M. McIntosh, Votator division, The Girdler Corp, Louisville, Ky.
7. G. R. Lohrey, president, Lohrey Packing Co., Cincinnati, and Peter Kuntz, Kuntz Casing Co., Cincinnati.
8. E. L. Sweitzer, assistant purchasing agent, The Rath Packing Co., Waterloo, Ia. and Joseph X. Gubbins, midwestern sales manager, Paterson Parchment Paper Co., Chicago.
9. Pete Braun, technician, A. E. Staley Mfg. Co., Dallas, and Ray J. Seipp, president, Ray J. Seipp Co., Chicago.
10. Ben J. Sleder, Spice Islands Co., San Francisco.
11. Wallace Sabean, president, Boston Tram Rail Co., Boston.
12. Chas. V. Franklyn, president, and Miss N. O. Wilkinson, vice president, Mound Tool Co., St. Louis.
13. Harry Vibbert, jr., Harry Vibbert, sr., and Jack Vibbert, all of Vibbert & Sons, Detroit.
14. Mike Temkin, and Harry Sklare, Embosograf Co. of Illinois, Chicago.
15. W. Walchak, service engineer, and W H. Hane, general sales manager, both of Denman Rubber Co., Warren, Ohio.
16. Robert E. Stumpf of Kitchen Maid Meats, Cleveland, Ohio, and W. C. Rapp of Canada Casing Co., Chicago.
17. Brothers Edward H. Oppenheimer, president, Oppenheimer Casing Co., Chicago, and Seymour Oppenheimer, president, Transparent Package Co., Chicago.
18. Bob Schorr, R. H. Monson Co., Chicago.
19. John A. Fitzwater and B. E. Hiles, sales manager, The Aluminum Cooking Utensil Co., New Kensington, Pa.

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sentatives to debauch our own currency.

The result will depend on the way we, the people, react to questions of fiscal and monetary policy and on the kind of men we elect to the Congress and to the executive branch.

The federal government can defend the dollar only if it exercises sound control over its own receipts and expenditures and, on the other hand, adjusts correctly to the needs of trade the number of dollars issued through our credit machinery. In other words, the fiscal policy carried out through the Treasury and the credit policy carried on by the Federal Reserve System—both under direction of our Congress—are the fundamental controls by which we can really combat inflation and keep our economy strong.

Ever since the Civil War, but particularly since the depression of the 90's, we have been trying to build up an "elastic currency" setup which would respond readily to the expanding needs of our industrial system. We have insisted that it preserve the free enterprise of the local private bank, but have sensed the imperative necessity of having the basic monetary function of a central bank vigorously and intelligently exercised.

We have two ideals: preserving the free enterprise system, and getting overall management of our currency. Since the establishment of the Federal Reserve System in 1913, we have been

MORE NOURSE on page 278

FLASHES OF SUPPLIERS

1. Harrie K. Hirsch, sales manager, Enterprise Incorporated, Dallas; Mrs. and Harold Smith, president, John E. Smith's Sons Co., Buffalo, N. Y., and R. H. Marks, vice president, Enterprise Incorporated.

2. Jack Shribman and Bob Bechstein, both of Premier Casing Co.

3. Roy W. Barnes, chemical engineer; Joe Mellon, and Leo Kraus, erecting engineer, French Oil Mill Machinery Co., Piqua, Ohio.

4. S. A. Mayer, secretary, and Charles F. Mayer, president, H. J. Mayer & Sons Co. Inc., Chicago.

5. C. A. Berntson, jr., manager of dry ice sales, and C. R. Skidd, dry ice division, Liquid Carbonic Corp., Chicago.

6. E. D. Richard, president, C. E. Richard & Sons, Inc., Muscatine, Ia., and H. A. Heckel, Chicago manager, U. S. Slicing Machine Co., Inc., LaPorte, Ind.

7. H. E. Seidman and L. L. Reading, both of Enterprise Mfg. Co. of Pennsylvania, Philadelphia.

8. L. O. Green, assistant to the president, Wilson & Co., Chicago; Gault Davis, director of food processing, and R. L. Ware, both of International Minerals & Chemical Corp., Chicago.

9. Seated: Paul L. Wood, D. L. Gruber and Thomas F. Waldron. Standing: Jack L. Erlbaum, Ray Beerend, president, and Alan A. Kaplan, all of Basic Food Materials, Inc., Vermilion, Ohio.

10. Frank Schottelkotte, chief engineer; R. L. McTavish, vice president, and Earl McClain, all of The John J. Dupps Co., Germantown, Ohio.

11. William E. Kuhn and J. Frank Eaton, district manager, Chicago office, Kalamazoo Vegetable Parchment Co., Kalamazoo, Mich.

12. Deane Perham, Chicago representative, Vilter Mfg. Co.; Fred Neff, Tupman & Thurlow Co., Inc., Chicago, and Joseph F. Heil, from Vilter headquarters at Milwaukee, Wisconsin.

13. Gordon C. Krause, treasurer, and D. L. Runnells jr., Wolverine Shoe & Tanning Corp., Rockford, Mich.

14. C. E. Dippel, president, C. E. Dippel & Co., New York City, and Harold J. Miller, president, Miller Packing Co., Inc., Brooklyn.

15. Charles Pavia, chairman of the board, and Albert J. Kramer, president, Pavia Process, Inc., Washington, D. C.

16. Jean Ryan, *The National Provisioner*, and C. J. Yeager, industrial sales, Sparkler Mfg. Co., Mundelein, Ill.

17. William A. Rose, Mrs. William A. Rose, Rose Packing Co., Chicago, and R. F. Norris, R. F. Norris and Associates, Chicago.

18. Dr. A. O. Lundell, Norman J. Allbright and John G. Allbright, all executives of The Allbright-Nell Co., equipment manufacturing firm of Chicago, Illinois.

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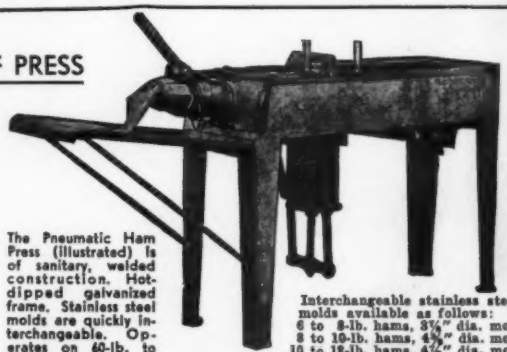

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10 to 12-lb. hams, 4½" dia. mold
12 to 14-lb. hams, 5" dia. mold
14 to 16-lb. hams, 5¼" dia. mold

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1. Seymour Goldberg, president; Caroline Johnson, and Mrs. Seymour Goldberg, all of United Butchers Supply, Toledo; Mrs. and Milton Starsky, president, Home Packing Co., Toledo, and John Scarlato, United Butchers Supply, Toledo.
2. First row: I. B. Wald, president, Wald Baram Co., Boston; Isadore Solomon, treasurer, Gardner Beef Co., Gardner, Mass.; Benjamin Bornstein, partner, Supreme Packing Co., Boston, and Joe Murphy, J. T. Murphy Co., Chicago. Back row: Jim Murphy, J. T. Murphy Co., Chicago; Joseph R. Solomon, president, Gardner Beef Co., Gardner, Mass., and Bob Murphy, J. T. Murphy Co., Chicago.
3. Seated: Frank Ruthven, John Bonini and Frank Broeren. Standing: W. H. Townsend and Robert Bonini, all of Marathon Corp., Menasha, Wis.
4. J. R. Tepfer, general sales manager; A. L. Golay, midwestern representative; R. D. Spitler, central division; C. K. Davis, sales manager, refrigeration division; A. J. Amos, sales manager; W. Melvin Haas, vice president, Haas-Davis Packing Co., Mobile, Ala.; Mrs. Lee Worthington, secretary and director of advertising, and R. E. Kenney, northwest division, all of Kold-Hold Mfg. Co., Lansing, Mich.
5. James O. Willis, J. C. Johnston, division sales manager; R. D. Clayton, Adolf Sichel, Frank Zerad, R. P. Wilson, F. E. Miller, all of Hayssen Mfg. Co., Sheboygan, Wis.; Emil A. Schmidt, president, The Schmidt Provision Co., Toledo, Ohio, and F. T. Wurl, advertising counseler, Frederick T. Wurl Advertising, Milwaukee.
6. Seated: Alfred Fischer, superintendent, Ruisanchez Corp., Camaguey, Cuba; Oscar Gutierrez, vice president, Gispert Co., Havana; Manuel Abreu, vice president, Tasajero Buffalo, Vege de Palmas, Cuba. Standing: George Temmerman, Los Angeles; Sol Morton, president, and John Lowe, all of Meat Industry Suppliers.
7. Seated: C. P. Dahlman, White Tower Systems, Inc., Milwaukee; Mrs. Dahlman; J. J. Shaughnessy, U. S. Cold Storage Co., Chicago, and Miss E. Roggenbach, White Tower Systems, Milwaukee. Standing: T. E. Evans, assistant manager; A. J. Ritchie, traffic; E. E. Aird, traffic manager, and R. M. Conner, vice president, all of U. S. Cold Storage Co., Chicago.
8. Gordon Cummins, district manager, Goodyear Tire & Rubber Co., Chicago; Herb Holbrook, manager, Flex-Vac sales, Standard Cap & Seal Co., New York City; Stewart Unger, Morris Paper Mills, Chicago; Frank Kimball, Midwest sales manager, and Winston W. Yocum, both of Standard Cap & Seal Co., Chicago; Andrew Peslak, superintendent, Mickelberry's Food Products, Chicago; Bill Roberts, Standard Cap & Seal Co., New York City, and "Pappy" Yocum, partner, C. Wendel Muench & Co., Chicago.
9. H. C. Ferguson, vice president and general manager, Seeger Packing Co., Montgomery, Ala.; Mrs. H. C. Ferguson; P. G. Phillips, Custom Food Products Co., Inc., Chicago; Leroy Yon, president, Greensboro Packing Co., Inc., Greensboro, Ala., and Mrs. Leroy Yon.
10. Nat Buring, president, Nat Buring Packing Co., Inc., Memphis; Samuel Rosenthal, Samuels & Co., Dallas; Jack Gulfreudh, Cosmopolitan Beef Co., New York City; Sidney Rabinowitz, president, Colonial Provision Co., Boston; Jean Hosmer and Davis Campbell, both of Keystone Brokerage Co., Philadelphia, and H. E. Staffel, president, Ready Foods Canning Corp., Chicago.
11. Paul Patterson, Buddy Melanson, William Schneider, Tom Murray, William Karius, Fred Cato, Charles Gartrell and Robert M. Perkins, all of Linker Machines.
12. Seated: M. Hirsch, vice president; H. Barney, New York manager; Edward H. Oppenheimer, president, and M. S. Holstein, vice president. Standing: Herman Goldberg, Steve Greenfield, Joe Messing, Pete Reinach, Wm. D. Berger, vice president; Ralph Dickman, superintendent, and Robert M. Levaco, assistant sales manager, all of Oppenheimer Casing Co., Chicago.
13. Seated: Joe Kelly, Package Machinery Co., Springfield, Mass.; Fred Chamberlin, Milprint, Inc., Milwaukee; Walter Farrelly, E. I. du Pont de Nemours & Co., Wilmington, Del.; H. Levor, National Cold Storage, Johannesberg, South Africa, and Russell E. Faulkner, Milprint, Inc., Milwaukee. Standing: W. H. Neil, Package Machinery Co., Springfield, Mass.; E. H. Dours, Goodyear Tire & Rubber Co., Akron, Ohio; Gordon Cummins, Goodyear Tire & Rubber Co., Chicago; Harry Homer, jr., and Daryl Houdeshell, both of Milprint, Inc., Milwaukee, and Bob Sterehlan, Package Machinery Co.
14. Seated: H. A. Pelletier, sales manager; J. J. Farriss; John A. Heinzelman, president, and John A. Heinzelman, jr., all of Buildice Co., Inc., Chicago. Standing: Joseph J. Lewen, Ralph A. Gotlund, both of Buildice Co., Inc., Chicago; Roy A. Espe, Julian Engineering Co., Chicago, and J. H. Sproule, Armour and Company.

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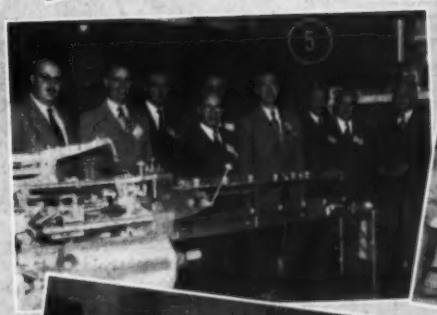

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schooling ourselves in the theory and practice of central banking and, after the post-Korea boom got underway, showed encouraging signs that we knew how to use this great power in the interest of national stability. We did extend the area of credit control of our private banking system through the Federal Reserve System.

Last fall, when it was clear that a great volume of our national resources would have to be shifted from civilian to military use, and the volume of currency kept in step with the volume of civilian goods available in the market, a whole string of lettered regulations were issued by the "Fed", of which "W" and "X" were most prominent. They have been a significant factor in stemming the inflationary rush that followed Korea, and are entitled to substantial credit for the sidewise or slightly downward trend of the price index during the last few months.

People have grumbled, to be sure, when they had to make a larger down payment on a house or a larger monthly payment on a car or television set. Both employers and workers complained that credit restriction was hurting business and putting some people out of employment. Well, that was the big idea. If we are to prevent inflation and shift from civilian to military supply, we can't go on with business precisely as usual.

One of the most reassuring things about this attack on inflation through credit restriction was its voluntary compliance phase. Federal Reserve authorities recognized that you can't put an overall restriction on national credit so drastic as to accomplish your full purpose without effecting local hardship and business disruption in particular situations. In other words, you can set your brakes so hard you nose over, if you do that sort of thing. You must apply your controls to local situations and for that purpose you need familiarity with local conditions possessed by the local bank.

All the board of governors could do was to lay down a general principle of credit restriction and then call upon local banks and other financial agencies to apply this principle flexibly in all the particular loan applications that came across their desks. The American Bankers Association followed the lead of the "Fed" by sponsoring a nationwide "voluntary credit restriction" campaign, in which the life insurance companies also joined.

It must be recognized, of course, that thus far this program has been operating during a period of reduced strain, since prices have been moving sidewise or in a slight downtrend. There are some indications that pressure is building up against this voluntary enforcement of credit restrictions. The real showdown will come during the next few months if inventories are not liquidated to a satisfactory degree or if inflation should again break out strongly.

It is, however, encouraging that private business concerns have put themselves on record as feeling a responsibility for carrying a national stabilization policy into effect, even under conditions which involve some loss of profits to themselves and a considerable criticism from their patrons.

Credit control is one of the most manageable and effective means of carrying out the national economic policy of stabilization under strain. It has the great merit over price control that it does not freeze market relationships or foul them up, but can be flexibly adapted to changing conditions. In fact, both Regulation "W" and Regulation "X" have been altered several times since they were imposed last fall. In certain directions, they have been tightened; in others relaxed. I believe that this adjustment will be carried out with great skill and intelligence if left to the direction of the board of governors of the Federal Reserve System, with their advisers in the 12 regional Federal Reserve Banks. I am not so optimistic that it will be done wisely and effectively if guided by the heavy political hand of the Congress—as in the mandatory relaxtion of credit restrictions in the amendment of the Defense Production act.

Finally, I will discuss debt control and national stability.

DEFICITS SELDOM JUSTIFIED

A major force that the federal government inescapably exercises on the process of inflation or stabilization lies in its debt control. The federal government must spend money and must levy taxes to raise revenue. Whether it has a surplus, and is curtailing the national debt, or a deficit and enlarging it, will, from here on, be a major factor in determining whether dollars are being put into the spending stream faster than goods go into the market.

Probably a majority of our citizens are today persuaded that the national budget does not need to be balanced every year, but will contribute most to economic stabilization if it shows reasonable deficits and proper surpluses according to the phase of the business cycle. However, even these exponents

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Even the best foods *Taste Better* when you add a little

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MONOSODIUM GLUTAMATE 99+%

No Change in Formula

Over 8,000,000 lbs. of **MSG** is now used annually by the food industry to bring out more of the natural flavors of processed foods. No change in formula required—just add a very little Huron **MSG**. Why not see what **MSG** will do for your products—how much it will enhance the natural flavors? Test samples and information on use of Huron **MSG** in your products, supplied on request. Write us—

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of a flexible fiscal policy, except the lunatic fringe, recognize that the appropriate times for deficits are only under conditions of war or of severe depression. If we are going to have our national house in order when strains come, and if we are going to prevent prosperity from degenerating into inflationary boom, we must have substantial surpluses in years of high prosperity. That is the situation we have been flirting with since the war.

President Truman recently expressed a very complacent attitude as to the course which we have been following since World War II. He pointed with pride to the fact that, during the last five years, the government has had a surplus of almost $7,800,000,000. But of this $7,800,000,000, $8,400,000,000 accrued in the single year 1948, and this was followed the next year by a jump in government spending by more than $6,000,000,000, so that we ended that year with a deficit of nearly $2,000,000,000, followed by a deficit of over $3,000,000,000 in the super-boom year ended June 30, 1950, before the impact of Korea was felt.

In fact, when the President went to the Congress in January, 1950, at a time when he reported the domestic situation prosperous and the international situation never more secure he defended a budget which promised a deficit of $5,500,000,000 that year and a $5,100,000,000 deficit the next year, adding, "This financial program provides a sound basis on which to proceed." This was the phrase that Senator Dirksen described as slipping into deficits as a way of life.

Against Mr. Truman's complacency that, through a fluke, we had shown one solitary surplus of $8,000,000,000 during five years of inflationary postwar boom, let us put the judgment of those who can properly be classed as experts in public finance. They were recommending through these very years that, to get our gigantic World War II debt under control and government finances on a sound basis, there should have been a surplus of from $5,000,000,000 to $10,000,000,000 a year.

There is no use crying over spilled milk. The real question is: What are we doing at the present time? When the president presented his budget last January, he showed an estimated deficit of $16,500,000,000 and asked for tax increases to balance this amount. The Congress apparently is going to give him a $6,000,000,000 tax increase.

Most of us, whenever the question of deficits has been brought up, dismissed it with the proposition that, when you decided what you had to spend, you could bring your taxes up to that level. Truman seems to have no feeling that there is a limit on the amount of taxation which can be obtained from the United States.

The Senate figure is under $6,000,000,000, of course. A lot of people feel that that is all the family pocketbook and the corporate treasury can stand. Meanwhile, President Truman asks for more and more by way of military outlay. At the rate the Pentagon and the Congress are going, it might easily be $10,000,000,000 more than the January estimates. Does this $10,000,000,000 of added spending, plus $10,000,000,000 taken off the tax proposals, spell a deficit of $20,000,000,000 for the coming year? Probably not, because military spending will doubtless continue to lag behind authorizations, and tax yields may be somewhat increased if income figures tend to rise with the continued process of inflation. For the first three months of this fiscal year, we seem to be running behind about $1,000,000,000 a month, but the peak of tax receipts comes in the first quarter of the calendar year.

This brings us back to the issue I propounded at the beginning of my remarks. Do we have our national affairs under control, or are we just following lines of easy or selfish opportunism while our economy drifts toward the shoals or the rocks? As an economist, I am deeply concerned over the probable outcome of what has been and still is going on.

I suppose it reveals something basically wrong in my makeup that I don't relax in childlike contentment when the Great White Father soothes his people: "Don't be afraid. This fear of deficit spending is something that has been worrying you for a number of

WABASH 2-9774

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years now. It is something you've been saying over and over again. It wasn't true when you began to say it, and it has not been true as you have repeated it over and over since then. Now it's further from the truth than ever. The country is stronger economically than it has ever been before."

Just because we have been skating on thin ice without getting a ducking, does not mean that it won't break under continued and greater strain. I do not have the proud distinction of being from Missouri. But, I do need to be shown, and am a little slow at learning the lesson that two plus two makes five—or that you get the answer by just picking any number you like between one and ten.

Again: We Control Us.

And so I come back in closing to the answer I proposed at the beginning to the question, "Who's controlling whom?" That answer was: "In free America we control us."

Whatever you may think of the President's financial acumen or economic statesmanship, he does not pass the final appropriation bills or the tax laws. Congress does that. Moreover, it does it with the sanction or under the pressure of businessmen and citizens.

Under our republican form of government, Senators and Representatives are bound to respond to the pressures put upon them.

Ask them where they stand on the question, and again and again you will get this answer. "Well, my mail indicates the people want this," or "I am getting almost no mail or telegrams on that. Apparently the people are indifferent."

The lobbies never sleep, the cocktail party blooms nightly, and all the methods of pressure or intimidation are being plied by those who have an ax to grind.

When the country tells Washington it really wants inflation controlled, and will bear its part in the process, then our dollar will be defended. Not before.

NP Brings You Complete Convention Coverage

NIMPA Questions USDA on Some of the Problems in Federal Grading of Beef

The general counsel of the National Independent Meat Packers Association recently wrote Fred J. Beard, chief of the standardization and grading division, USDA, regarding the serious difficulties involved in federal grading of beef. In his letter Wilbur LaRoe referred especially to the apparent absence of a system for making appeals.

LaRoe has received an important reply from the USDA. Beard's letter contains the following paragraphs:

"You recall that our present organization provides for a national supervisor with five national assistant supervisors, who spend practically their entire time in the field, being routed so as to have one of these top men in each of the several sections of the country at all times, working with the resident supervisors and graders and in readiness to review any complaints that arise concerning grading. This form of an organization provides opportunity for a much more thorough review of the grading from a national point of view. Evidences of a high degree of consistency and uniformity in the grading have been noted by different members of the industry, which, we believe, is due in large measure to our present supervisory organization.

"There is the other point, that close adherence to the grade standards by graders is attributed to the inclusion of the minimum requirements of each grade in the grade descriptions; which, in the case of carcass beef, is supplemented with color photographic illustrations. Bear in mind that the descriptions and the color photos were approved by representatives of the Beef Industry Advisory Committee. Incidentally, work is progressing on similar illustrations for lamb and mutton carcasses and on veal and calf carcasses.

"In spite of all of the improvements that have been made in the grade standards, including the illustrations as guides for graders and the industry, there are occasional carcasses or lots of carcasses the grading on which provokes a formal complaint. This is due primarily to the subjective element that remains in grade specifications and which requires injection of the human element in determining the grades.

"It is on this latter point that differences of opinions between graders and slaughterers arise as to the proper adherence to the grade standards. Although the controversy seldom involves more than 5 per cent of the spread within the grade range, it often represents a high percentage of a lot, especially

STATEMENT OF THE OWNERSHIP, MANAGEMENT, AND CIRCULATION REQUIRED BY THE ACT OF CONGRESS OF AUGUST 24, 1912, AS AMENDED BY THE ACTS OF MARCH 3, 1933, AND JULY 2, 1946 (Title 39, United States Code, Section 233), of The National Provisioner, published weekly at Chicago, Illinois, for October 1, 1951.

1. The names and addresses of the publisher, editor, managing editor, and business managers are:

Publisher, The National Provisioner, Inc., 15 West Huron St., Chicago 10, Ill.

Editor, Edward R. Swem, 15 West Huron St., Chicago 10, Ill.

Managing editor, V. A. Prescott, 15 West Huron St., Chicago 10, Ill.

Business manager, Lester I. Norton, 15 West Huron St., Chicago 10, Ill.

2. The owner is: The National Provisioner, Inc., 15 West Huron St., Chicago 10, Ill.; Paul P. Aldrich, 21 Georgia Ave., Ferguson, Mo.; Edwin C. Aldrich, 520 Humiston Drive, Bay Village, Ohio; Mason P. Aldrich, 520 Humiston Drive, Bay Village, Ohio; Helen May Bennett, 520 Humiston Drive, Bay Village, Ohio; Franz Borchmann Estate, Rocky Ridge Farm, Jacksonville Road, Towaco, N.J.; E. O. H. Cillis, 34 Chelmsford Road, Rochester 10, N.Y.; S. V. S. Greene, 400 East 57th St., New York 22, N.Y.; Frieda S. Heyn, Hotel Carteret, 208 W. 23rd, New York 11, N.Y.; Ernest V. Heyn, Morningside Drive, Green's Farms, Conn.; Laura B. McCarthy, 82 Caryl Avenue, Yonkers, N.Y.; Thomas McErlean, 233 Broadway, New York 7, N.Y.; Lester I. Norton, 15 West Huron St., Chicago 10, Ill.; Alma Von Schrenk, 410 West 24th St., New York 11, N.Y.; Edward R. Swem, 15 West Huron St., Chicago 10, Ill.; Harvey W. Wernecke, 15 West Huron St., Chicago 10, Ill.; Thomas L. Young, Hotel Marcy, 720 West End Ave., New York, N.Y.; and Alice N. Young Estate, 720 West End Ave., New York, N.Y.

3. The known bondholders, mortgagees, and other security holders owning or holding 1 per cent or more of total amount of bonds, mortgages, or other securities are: None.

4. Paragraphs 2 and 3 include, in cases where the stockholder or security holder appears upon the books of the company as trustee or in any other fiduciary relation, the name of the person or corporation for whom such trustee is acting; also the statements in the two paragraphs show the affiant's full knowledge and belief as to the circumstances and conditions under which stockholders and security holders who do not appear upon the books of the company as trustees, hold stock and securities in a capacity other than that of a bona fide owner.

5. The average number of copies of each issue of this publication sold or distributed, through the mails or otherwise, to paid subscribers during the 12 months preceding the date shown above was: 9,136.

EDWARD R. SWEM, Editor

Sworn to and subscribed before me this 18th day of September, 1951.

BLANCHE V. HANCIRIK
(My commission expires July 18, 1955)

F. C. ROGERS CO.
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Member of the Philadelphia Commercial Exchange • Member of the New York Produce Exchange
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if all or most of the carcasses fail to meet the minimum requirements of the grade anticipated by the slaughterer.

"The supervisors are instructed to work closely with slaughterers in such cases and thus assist the slaughterer through the use of the grade descriptions and color photo illustrations to establish a pattern for the guidance of livestock buyers. There is every indication that this plan is working to the satisfaction of slaughterers.

"We are making every effort to keep our grading on an even keel with a bare minimum of inconsistencies in the application of these standards, and this office would appreciate being advised of instances and places where there is evidence of inadvertence on the part of the grading staff to fully support their decisions on the basis of the grade standards.

"Even though doing the best we know under the circumstances with which we are confronted, we wish to assure your members that we are always open to suggestions for improving the grading service, consistent with the rules and regulations under which the grading is authorized."

American Royal Will Be Staged On Time Despite K.C. Flood

Despite the problems and difficulties resulting from the great flood of July, preparations are underway to stage the famous American Royal Livestock and Horse Show in Kansas City, on sched-

In a race against time, clean-up crews are working feverishly to remove debris and mud from the American Royal Building. Horse and cattle stalls must be rebuilt in a hurry, as the great show opens Saturday, October 13, and will run through October 20.

The American Royal Association is offering approximately $125,000 in cash, prizes, trophies and ribbons making, this year's spectacle one of the richest award-making livestock expositions in the country. About $50,000 is earmarked for the famous horse show. The remainder is to be disbursed among winners in the various livestock and agricultural competitions.

Dallas Alderman, chairman of the horse show committee, has announced also that the country's top stables will show during this year's American Royal. The Replica, winner of last year's five-gaited championship stakes of $5,000 will be back to defend his title.

A. M. Paterson, manager of the Royal, believes that the number of entries in the livestock division will equal or surpass numbers of previous years. The show highlights cattle, sheep, hogs, mules, quarter horses and includes a wool competition.

On October 12, a beauty contest will be held in Kansas City, at which time the Royal Queen will be selected. Contestants for this event will come from Kansas, Missouri, Arkansas, Oklahoma, Nebraska and Texas. The coronation ball will be followed next morning by a parade.

Eight matinees will be staged, tickets for each ranging from 75c to $1.75, while the evening performances will cost $2.25 to $3.25, exposition officials have announced.

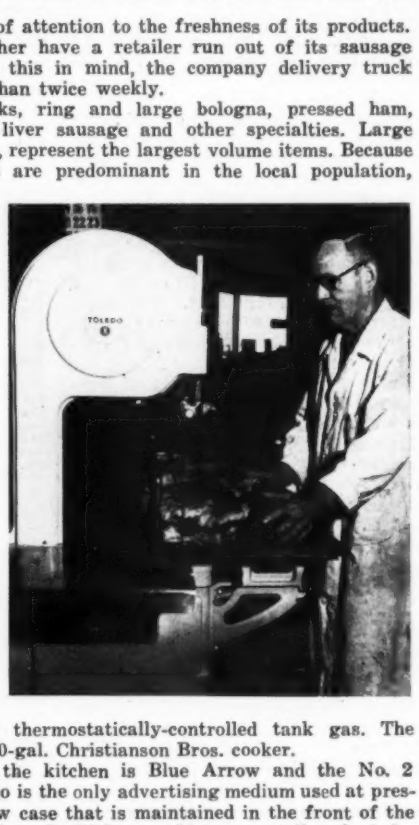
Leveled by Fire, Kitchen Doubles Sales Through Repeat Business Policy

LEVELED by fire a few years ago, the Viau Sausage Co., Escanaba, Mich., has made a remarkable comeback, more than doubling its production since the plant lay in ruins.

Emil Viau, owner and manager, credits the company policy of attaining "constantly increasing repeat business," as responsible for greater production. Keeping old customers satisfied and adding new and steady customers regularly is the essence of expansion in a rather sparsely settled area like that surrounding Escanaba.

The plant pays a good deal of attention to the freshness of its products. Viau said the firm would rather have a retailer run out of its sausage than to sell old meats. With this in mind, the company delivery truck services all accounts no less than twice weekly.

The kitchen produces franks, ring and large bologna, pressed ham, Polish sausage, head cheese, liver sausage and other specialties. Large and ring bologna, in that order, represent the largest volume items. Because two different national strains are predominant in the local population, certain types of bologna must be produced both with and without garlic. Older members of the large Swedish colony refuse to accept garlic in their bologna, while members of the Croatian colony demand it.



Product is distributed over a radius of 75 miles from Escanaba. A Dodge truck, mounted with a 1½ ton refrigerator body is used. The company purchases a new truck each year and has it painted in bright colors and kept spotlessly clean.

Equipment in the kitchen includes two Buffalo cutters and a Buffalo stuffer. Two new items are a Toledo band saw, used for fabricating beef cuts, and a Toledo grinder. Two smokehouses are maintained with smoke produced from locally obtained maple sticks and burned by thermostatically-controlled tank gas. The same fuel is also used for a 400-gal. Christianson Bros. cooker.

The No. 1 brand name of the kitchen is Blue Arrow and the No. 2 product is called Emrose. Radio is the only advertising medium used at present. Due to a large retail show case that is maintained in the front of the kitchen, Viau feels that extensive advertising would cause retail and wholesale accounts to conflict. Plans are now being drawn up to close out the retail end of the business and devote all time, energy and advertising strictly to the wholesale operation.

The photograph shows Emil Viau cutting beef on the new Toledo band saw.

Can Less Poultry in Aug.

The quantity of poultry canned or used in canning in August was off over a million pounds compared with figures compiled for the same month last year. A total of 14,060,000 lbs. of poultry was used in canning during August as against 15,233,000 lbs. last year, and 9,582,000 lbs., the 1945-49 average. But according to the Bureau of Agricultural Economics, the eight-month total of 123,946,000 lbs. for this year indicates a 26 per cent increase over last year's 98,749,000 lbs.

Poultry certified under federal inspection totaled 65,407,000 lbs. compared with 45,453,000 lbs. during August, last year. Of this, 13,497,000 lbs. were canned and 51,910,000 lbs. eviscerated. The eight-month aggregate of 362,732,000 lbs. was a 45 per cent hike over the 250,570,000 lbs. during the same period last year. The above are figures compiled by the U. S. Department of Agriculture.

OPS REVISES CEILING PRICES OF BEEF CUTS SOLD AT RETAIL

Late last week OPS issued a revision of CPR 25, which established ceiling prices on beef sold at retail. The new order increased ceiling prices on some beef cuts, reduced others and made numerous other changes. It went into effect October 1.

The price changes were made to reflect changes in wholesale ceilings effected by Amendment 6 to CPR 24. In addition some adjustments were made which changed the price relationships between cuts. The price changes range from an increase of as much as 28c per lb. on some Utility cuts to a decrease of as much as 20c on some Choice cuts of brisket. OPS said the revisions would amount to an over-all increase of about 1½c per lb.

The revised regulation also established ceiling prices for tenderloin, top sirloin, bottom sirloin, boneless rolled rib roast, boneless rib steak, skirt steak and pre-diced stew meat. It established ceiling prices for Prime beef. Previously, retailers were required to sell this grade at the same ceiling price as Choice. Retailers are required to display different grades of beef in separate trays or compartments, with each labeled according to its grade and selling price.

OPS also issued CPR 75, establishing a formula for determining ceiling prices on certain canned and frozen soups. It does not apply to dried soup, soup mixes or canned soups sold as baby or junior soups.

USDA Releases Report on Lard Making Methods

The principal commercial processes for rendering lard and the effects of each on the characteristics and salability of the product are described in a report just issued by the U. S. Department of Agriculture. The publication is designed to help the industry in producing and marketing the kinds of lard that will develop the most demand. The publication includes drawings of lard-rendering equipment of various kinds, with descriptions of the processes used.

The report is based on a study, made by the Production and Marketing Administration under authority of the Research and Marketing Act, of lard-making processes now in use in this country and abroad. It points out advances in methods, such as the apparent trend toward use of continuous-rendering equipment, the value of the addition of hydrogenated flakes in raising the melting point of lard and the effect of chemical antioxidants in retarding rancidity in the product.

A copy of the report, "Lard Marketing as Affected by Commercial Processing Methods," may be obtained from the Office of Information Services, Production and Marketing Administration, USDA., Washington 25, D. C.

Senate Votes to Revise Capehart Amendment

Late this week the Senate adopted the revision in the Capehart amendment which had been reported out by the Senate banking committee. It would give OPS power to establish price ceilings on an industry-wide basis instead of company by company.

The administration has been working to secure this change. OPS officials have contended that under the present law they would be flooded by applications from producers seeking increases. As the law stands, individual manufacturers may apply for higher prices on the basis of all cost increases between pre-Korea and July 26, 1951.

Senate approval of the bill followed defeats of several substitutes offered by Senator Capehart.

The Senate must now consider bills to restore the slaughter quota powers and to relax the import controls on fats and oils and dairy products. Both have been approved by the Senate banking committee.

OPS Extends Compliance Forgiveness to Nov. 4

OPS, in Amendment 4 to CPR 23, has extended until November 4, 1951, compliance forgiveness for slaughterers who are unable to obtain at least 50 per cent of their normal share of cattle coming to market during their accounting periods. Slaughterers obtaining between 50 and 75 per cent of their 1950 slaughter must not exceed maximum permissible costs by more than 1 per cent. Those obtaining 75 per cent or more must be in compliance.

By this amendment, OPS also modified the exemption for multiple plant slaughterers. A plant which is part of a multiple plant operation will not be exempt from compliance requirements unless it qualifies under the "less than 50 per cent" rule and the entire company slaughters less than 65 per cent of its slaughter in the corresponding period of 1950. This represents a reduction of 15 per cent from the requirement in effect during the months of August and September.

October Hide Allocations

October allocations of cattlehides, calfskins and kips were placed at the rate of 100 per cent of the base period month in 1950, the National Production Authority has announced. This is the second consecutive month since hides and skins were placed under allocation in February that NPA has allocated them at that rate. Ample supplies make it possible, NPA said.

Financial Notes

The board of directors of John Morrell & Co. has declared a dividend of 12½c a share on its common stock, payable October 30, 1951, to stockholders of record at the close of business October 10, 1951.

PERSONALITIES and Events OF THE WEEK

►**H. Frederick Willkie,** president of Kingan & Co., Indianapolis, has announced the appointment of **Bruce Ashby** as general sales manager and of **Dean Foster** as advertising manager, and the resignation of **J. W. McElligott,** vice president in charge of sales. McElligott becomes an affiliate of the Shedd-Bartush Co., Detroit.

Bruce Ashby, who succeeds McElligott, will have charge of sales, advertising, and sales promotion. He has resigned from Oscar Mayer & Co. as manager of the shelf canned meats and self-service division at Madison.

Dean Foster, Kingan's new advertising manager, succeeds **George J. Brown,** who resigned recently. Foster, who holds a Ph.D. in psychology from Cornell, comes to Kingan from Seagram & Co., Louisville, where he had been a research specialist.

►**Fred S. Burrows,** an associate of J. C. Wood and Co., packinghouse products brokers of Chicago, died October 1.

►Appointment of **Benjamin J. Libert** as general sales manager for the John J. Felin Co., Philadelphia, was announced recently by **Wells E. Hunt,** president. Formerly associated with John Morrell & Co., of Topeka, Kan., as general sales manager and assistant general manager, Libert also served as general sales manager for Morrell's Sioux Falls, S. D., division.

►**Max Kolt,** 63, vice president of the Consolidated Packing Co., Cleveland, O., died in September. He had been in the meat business in Cleveland for more than 30 years.

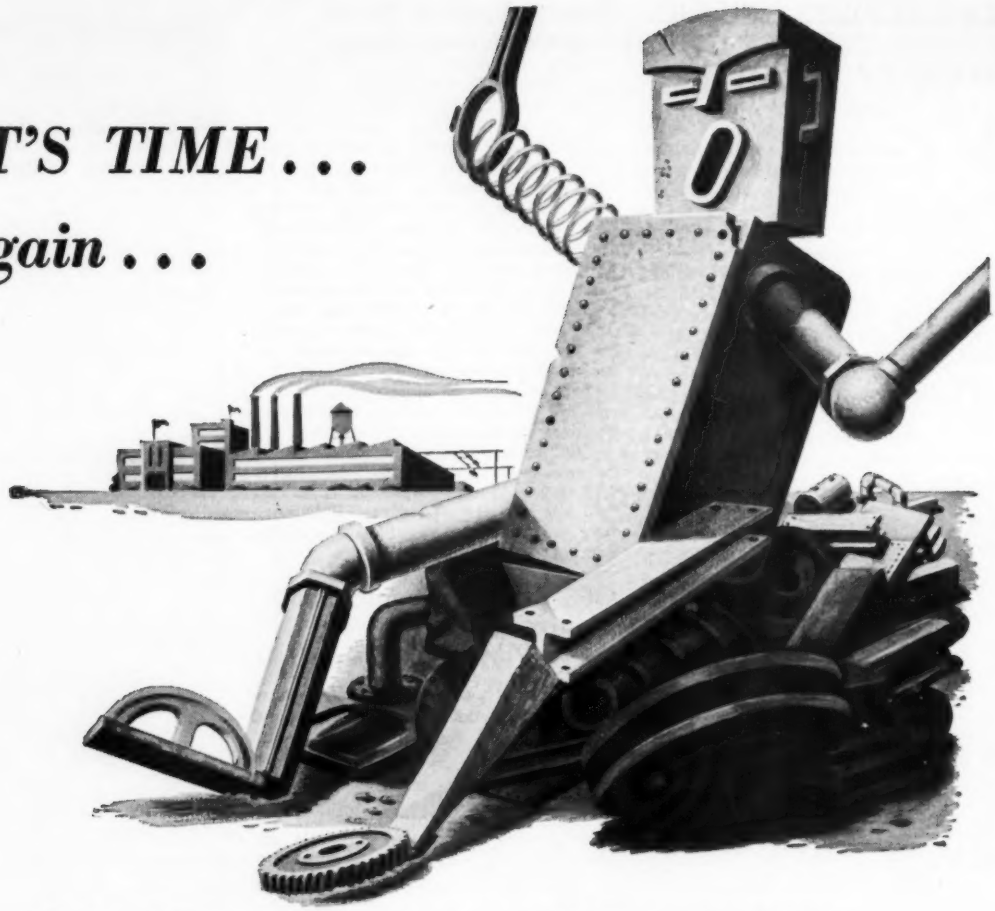
Flashes on Suppliers

TRAVER CORPORATION: **C. Russell Mandeville,** produce packaging expert, is now associated with the company at Chicago to offer food processors, packers, and distributors his services. He is qualified by experience to provide expert counsel in plant layout, processing and production problems, heat sealing, proper films, packaging, etc. In his former association with Farmer Brown, Inc., he assisted in designing considerable new equipment and in laying out additional plants. Later, he was called upon to design many plants throughout the country and cooperate with film manufacturers in conducting experiments with various types of packaging films.

MANDEVILLE

IT'S TIME . . .

again . . .



TO WAKE UP SCRAPPY!

Scrap's getting scarce again . . . compared to the amounts we need . . . and it's up to *all* of us to *help* produce enough steel.

107,000,000 tons of steel is the present rate of production in 1951 . . . 119,500,000 tons is expected in 1952.

Last year, 1950, we produced 97,800,000 tons.

All that extra steel—enough to take care of *both* military and civilian needs—calls for *more scrap iron and steel.*

Scrap Inventories Are Alarmingly Low

While steel mills are producing at a greater rate than ever, scrap inventories have dwindled. Many mills are operating on a hand-to-mouth basis with shut-downs threatened unless we furnish more scrap.

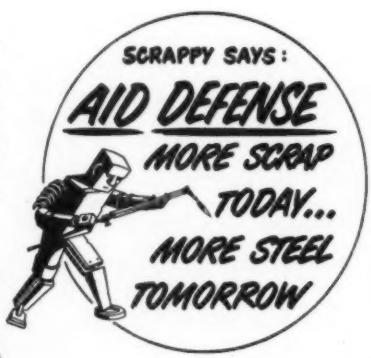
We *do* have the scrap. It's everywhere, not just in the form of *production* scrap—the "leavings" of machining, normally turned over to scrap dealers . . . but also in the form of *idle* metal: obsolete machines and tools, no-longer-usable jigs and fixtures, gears, chains, pulleys, valves, pipe, abandoned steel structures, etc.

We must have this *idle* metal to keep the furnaces running.

Please cooperate. Set up a Scrap Salvage Program in your plant—*now.* For a complete plan on "how to do it", write for booklet "Top Management: Your Program for Emergency Scrap Recovery". Address Advertising Council, 25 W. 45 Street, New York 19, N. Y.

Why Do We Need *Scrap?*

Steel is made half from pig iron, half from scrap. With production on the increase, more scrap must be purchased. And it's up to you to "dig it out" and sell it.



NON-FERROUS SCRAP IS NEEDED, TOO!

This advertisement is a contribution, in the national interest, by

THE NATIONAL PROVISIONER

A PUBLIC SERVICE PROJECT THE ADVERTISING COUNCIL

Meat Production Under Federal Inspection Up Slightly in Week

MEAT output under Federal inspection for the week ended September 29 totaled 310,000,000 lbs., according to the U. S. Department of Agriculture. This was 1 per cent above the 307,000,000 lbs. the previous week, but 5 per cent below the 326,000,000 lbs. last year.

Cattle slaughter of 258,000 head rose 4 per cent above the 247,000 head the preceding week but 10 per cent below the 288,000 head for the corresponding week last year. Beef production of 134,000,000 lbs., compared with 132,000,000 lbs. the preceding week and 152,000,000 lbs. a year ago.

Calf slaughter of 106,000 head compared with 94,000 for the preceding week and 122,000 last year. Output of inspected veal for the three weeks under comparison was 14,700,000, 12,800,000 and 16,100,000 lbs., respectively.

Hog kill of 1,148,000 head was 2 per cent above the 1,129,000 head for the preceding week and 3 per cent above the 1,117,000 head for the corresponding week in 1950. Production of 152 million pounds of pork stayed about the same as the preceding week but 3 per cent above the 146,000,000 lbs. last year. Lard production at 37,900,000 lbs., compared with 35,600,000 lbs. the previous week and 35,300,000 last year.

Sheep and lamb slaughter numbered 230,000 head compared with 226,000 the preceding week and 248,000 last year. Production of lamb and mutton for the three weeks amounted to 10,100,000, 9,700,000 and 10,900,000 lbs., respectively.

ESTIMATED FEDERALLY INSPECTED SLAUGHTER AND MEAT PRODUCTION

Week ended September 29, 1951, with comparisons

	Beef		Veal		Pork (excl. lard)		Lamb and Mutton		Total Meat
Week Ended	Number 1,000	Prod. mil. lb.	Number 1,000	Prod. mil. lb.	Number 1,000	Prod. mil. lb.	Number 1,000	Prod. mil. lb.	Prod. mil. lb.
Sept. 29, 1951	258	133.6	106	14.7	1,148	151.5	230	10.1	309.9
Sept. 22, 1951	247	132.4	94	12.8	1,129	152.4	226	9.7	307.3
Sept. 30, 1950	288	152.4	122	16.1	1,117	146.4	248	10.9	325.8

AVERAGE WEIGHT (LBS.)

	Cattle		Calves		Hogs		Sheep and Lambs		LARD PROD. Per 100	LARD PROD. Total mil.
Week Ended	Live	Dressed	Live	Dressed	Live	Dressed	Live	Dressed	lbs..	lbs.
Sept. 29, 1951	960	518	253	139	234	132	93	44	14.1	37.9
Sept. 22, 1951	975	536	245	136	240	135	92	43	13.1	35.6
Sept. 23, 1950	977	529	246	132	232	131	93	44	13.7	35.3

LIGHT HOGS LOSE PREVIOUS WEEK'S CUTTING MARGINS

(Chicago costs and credits, first three days of the week)

Cutting margins on the two lighter-weight classes of hogs shrank during the past week, while the 240-270-lb. weights showed some improvement over a week ago, although still indicating a "minus" compared with the actual cost of the live animal.

This test is computed for illustrative purposes only. Each packer should figure his own test using actual costs, credits, yields and realizations. The values reported here are based on the available market figures for the first three days of the week.

	180-220 lbs.				220-240 lbs.				240-270 lbs.			
	Pct. live wt.	Price per lb.	Value per cwt. alive	Value per cwt. fin. yield	Pct. live wt.	Price per lb.	Value per cwt. alive	Value per cwt. fin. yield	Pct. live wt.	Price per lb.	Value per cwt. alive	Value per cwt. fin. yield
Skinned hams	12.5	48.7	$ 6.11	$ 8.81	12.5	48.7	$ 6.09	$ 8.62	12.9	47.5	$ 6.12	$ 8.60
Picnics	5.6	32.7	1.83	2.65	5.4	31.7	1.71	2.44	5.3	31.2	1.65	2.31
Boston butts	4.2	42.0	1.76	2.56	4.1	42.0	1.72	2.44	4.1	40.5	1.66	2.31
Loins (blade in)	10.1	50.5	5.10	7.37	9.8	50.5	4.95	7.02	9.7	46.5	4.51	6.23
Lean cuts	...	...	$14.80	$21.39	...	...	$14.47	$20.52	...	...	$13.94	$19.45
Bellies, S. P.	11.0	30.8	3.39	4.90	9.5	29.7	2.82	4.01	3.9	25.2	.98	1.39
Bellies, D. S.	...	...	...	...	2.1	21.0	.44	.63	8.5	21.0	1.71	2.52
Fat backs	...	...	...	...	3.2	12.8	.41	.58	4.5	13.3	.60	.85
Plates and jowls	2.9	13.8	.40	.60	3.0	13.8	.41	.58	8.4	13.8	.57	.66
Raw leaf	2.2	16.6	.37	.53	2.2	16.6	.36	.51	2.2	16.6	.37	.51
P.S. lard, rend. wt.	13.7	17.5	2.40	3.48	12.2	17.5	2.13	3.02	10.1	17.5	1.77	2.54
Fat cuts & lard	...	...	$ 6.56	$ 9.51	...	...	$ 6.57	$ 9.33	...	...	$ 6.09	$ 8.47
Spareribs	1.6	39.5	.63	.91	1.6	34.8	.56	.80	1.6	25.0	.40	.55
Regular trimmings	3.2	22.2	.71	1.04	2.9	22.2	.64	.93	2.8	22.2	.62	.91
Feet, tails, etc.	2.0	12.0	.24	.35	2.0	12.0	.24	.24	2.0	12.0	.24	.34
Offal & miscl.	...	...	.70	1.15	...	...	.70	1.14	...	...	.70	1.13
TOTAL YIELD & VALUE	69.0	...	$23.70	$34.35	70.5	...	$23.18	$32.86	71.0	...	$21.90	$30.85
			Per cwt. alive				Per cwt. alive				Per cwt. alive	
Cost of hogs			$21.75	Per cwt. fin. yield			$21.86	Per cwt. fin. yield			$21.87	Per cwt. fin. yield
Condemnation loss			.11				.11				.11	
Handling and overhead			1.45				1.31				1.21	
TOTAL COST PER CWT.			$23.31	$33.78			$23.28	$33.00			$23.19	$32.68
TOTAL VALUE			23.70	34.35			23.18	32.86			21.90	30.85
Cutting margin			+$.39	+$.57			—$.10	$—.14			—$1.29	—$1.83
Margin last week			+ .89	+1.29			— .04	— .06			— 1.46	— 2.07

AMI PROVISION STOCKS

The September 29 report of pork meat holdings of packers reporting to the American Meat Institute indicated that 25,900,000 lbs. of meat had moved out of storage since the previous estimate of September 15. This latest report showed 236,400,000 lbs. held in storage compared with 262,300,000 lbs. in inventories two weeks earlier. However, the end of September holdings were 55,900,000 lbs. greater than the 180,500,000-lb. inventories for the same date a year ago and rose 99,100,000 lbs. over the 157,300,000-lb. average for the date.

Lard and rendered pork fat holdings continued to decline. The 39,200,000 lbs. reported for the date was 4,100,000 lbs. under the previous report and 23,100,000 lbs. below the 62,300,000 lbs. recorded on the same date a year ago. Present stocks were also 29,900,000 lbs. beneath the 69,100,000-lb. average.

Provision stocks as of September 29, as reported to the American Meat Institute by a number of representative companies, are shown in the following table. Because firms reporting are not always the same from period to period (although comparisons are always made between identical groups), the table shows September 29 stocks as percentages of holdings two weeks earlier, the same period a year ago and the 1947-49 average for the date.

	Sept. 29 stocks as Percentages of Inventories on		
	Sept. 15 1951	Sept. 30 1950	1947-49 Av.
BELLIES			
Cured, D. S.	88	155	189
Cured, S.P. & D.C.	106	104	122
Frozen-for-cure, regular.	72	93	76
Frozen-for-cure, S.P. & D.C.	63	401	451
Total bellies	90	134	155
HAMS			
Cured, S.P. regular	112	69	64
Cured, S.P. skinned	102	118	185
Frozen-for-cure, regular.	100	...	50
Frozen-for-cure, skinned.	76	189	266
Total hams	94	129	150
PICNICS			
Cured, S.P.	103	123	132
Frozen-for-cure	77	182	167
Total picnics	92	139	160
FAT BACKS, D.S. CURED	79	75	83
OTHER CURED AND FROZEN-FOR-CURE			
Cured, D.S.	79	105	115
Cured, S.P.	114	112	114
Frozen-for-cure, D.S.	83	200	53
Frozen-for-cure, S.P.	80	174	148
Total other	95	126	112
BARRELED PORK	100	112	90
TOT. D.S. CURED ITEMS	86	132	156
TOT. FROZ. FOR D.S. CURE	77	121	64
TOT. S.P. & D.C. CURED	105	169	125
TOT. S.P. & D.C. FROZ.	69	266	301
TOT. CURED & FROZEN-FOR CURE	91	129	146
FRESH FROZEN			
Loins, shoulders, butts and spareribs	84	103	173
All other	84	179	190
Total	84	143	184
TOT. ALL PORK MEATS	90	131	150
RENDERED PORK FATS	104	93	77
LARD	90	61	56

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MEAT and SUPPLIES PRICES

CHICAGO

WHOLESALE FRESH MEATS
CARCASS BEEF

(Ceiling base prices, f.o.b. Chicago)
Oct. 3, 1951

	per lb.
Native steers—	
Prime, 600/800	58
Choice, 500/700	56
Choice, 700/900	56
Good, 700/800	54
Commercial cows	49
Can. & cut. cows	42½
Bulls	48½

STEER BEEF CUTS

(Ceiling base prices, f.o.b. Chicago)

Prime:	
Hindquarter	64.9
Forequarter	51.5
Round	61.0
Trimmed full loin	90.5
Flank	30.0
Cross cut chuck	50.4
Regular chuck	55.0
Foreshank	32.0
Brisket	43.0
Rib	75.0
Short plate	32.0
Back	60.3
Triangle	47.1
Arm chuck	51.8
Untrimmed loin	69.5
Choice:	
Hindquarter	61.9
Forequarter	50.4
Round	61.0
Trimmed full loin	82.5
Flank	30.0
Cross cut chuck	50.4
Regular chuck	55.0
Foreshank	32.0
Brisket	43.0
Rib	68.0
Short plate	32.0
Back	58.4
Triangle	47.1
Arm chuck	51.8
Untrimmed loin	64.0

BEEF PRODUCTS

Tongues	37.8*
Brains	7.0@17.8*
Hearts	35.8*
Livers, selected	60.8*
Livers, regular	54.0@55.8*
Tripe, scalded	12.3*
Tripe, cooked	15.8*
Lips, scalded	19.3*
Lips, unscalded	18.3*
Lungs	9.7@10.8*
Melts	9.7@10.8*
Udders	6.7@ 8.8*

*Ceiling base prices, f.o.b. Chicago.

BEEF HAM SETS

Knuckles	66.1*
Insides	66.1*
Outsides	64.1*

*Ceiling base prices, f.o.b. Chicago.

FANCY MEATS

(l.c.l. prices)

Beef tongues, corned	.44 @47
Veal breads, under 6 oz.	78
6 to 12 oz.	85
12 oz. up	88
Calf tongues	.31 @33
Lamb fries	68
Ox tails, under ¾ lb.	25.8*
Over ¾ lb.	25.8*

*Ceiling base prices, f.o.b. Chicago.

WHOLESALE SMOKED MEATS

(l.c.l. prices)

Hams, skinned, 14/16 lbs., wrapped	.54 @58
Hams, skinned, 14/16 lbs., ready-to-eat, wrapped	.56 @61
Hams, skinned, 16/18 lbs., wrapped	.53½@57
Hams, skinned, 16/18 lbs., ready-to-eat, wrapped	.57 @59
Bacon, fancy trimmed, brisket off, 8/10 lbs., wrapped	.42 @46
Bacon, fancy square cut, seedless, 12/14 lbs., wrapped	.40 @44
Bacon, No. 1 sliced, 1-lb. open-faced layers	.48 @53

VEAL—SKIN OFF

Carcass
(l.c.l. prices)

Prime, 80/150	.55 @58
Choice, 50/80	.55 @58
Choice, 80/150	.55 @58
Good, 50/80	.55 @53
Good, 80/150	.53 @56
Commercial, all weights	.47 @53

For permissible additions to ceiling base prices, see CPR 24.

CARCASS LAMBS

(l.c.l. prices)

Prime, 30/50	.57 @63
Choice, 30/50	.57 @63
Good, all weights	.55 @57

CARCASS MUTTON

(l.c.l. prices)

Choice, 70/down	.36 @37
Good, 70/down	.36 @37
Utility, 70/down	.35½@36

FRESH PORK AND PORK PRODUCTS

(l.c.l. prices)

Hams, skinned, 10/16 lbs.	49
Pork loins, regular, 12/down	51½*
Pork loins, boneless	64n
Shoulders, skinned, bone in, under 16 lbs.	.37 @38
Picnics, 4/6 lbs.	34
Picnics, 6/8 lbs.	.33 @33½
Boston butts, 4/8 lbs.	44
Tenderloins, fresh	.79 @80
Neck bones	13½*
Livers	.19½@20½
Brains	14*
Ears	.13 @13½
Snouts, lean in	14*
Feet, front	11½*

SAUSAGE MATERIALS—FRESH

(l.c.l. prices)

Pork trim., regular 40%..	22½*
Pork trim., guar. 50% lean	24*
Pork trim., spec. 80% lean	40*
Pork trim., ex. 95% lean.	50½n
Pork cheek meat, trimmed	39½*
Bull meat, boneless	60.7*
Bon'ls cow meat, C.C.	58.1*
Beef trimmings	48.1*
Boneless chucks	58.1*
Beef head meat	40.8*
Beef cheek meat, trmd.	40.8*
Shank meat	59.1*
Veal trimmings, boneless	.55 @56

*Ceiling base prices, f.o.b. Chicago.

SAUSAGE CASINGS

(F.O.B. Chicago)
(l.c.l. prices quoted to manufacturers of sausage.)

Beef casings:	
Domestic rounds, 1⅝ to 1⅞ in.	80
Domestic rounds, over 1⅞ in., 140 pack	1.05@1.10
Export rounds, wide, over 1⅞ in.	1.60
Export rounds, medium, 1⅝ to 1⅞	1.00@1.05
Export rounds, narrow, 1 in. under	1.15@1.25
No. 1 weasands, 24 in. up	14
No. 1 weasands, 22 in. up	7@ 8
No. 2 weasands	9
Middles, sewing, 1¾ @ 2 in.	1.30@1.40
Middles, select, wide, 2@2¼ in.	1.45@1.85
Middles, select, extra, 2¼@2½ in.	1.85@2.00
Middles, select, extra, 2½ in. & up	2.00@2.85
Beef bungs, export, No. 1	24@ 28
Beef bungs, domestic	16@ 18
Dried or salted bladders, per piece:	
12-15 in. wide, flat	17
10-12 in. wide, flat	12
8-10 in. wide, flat	7@ 8
Pork casings:	
Extra narrow, 29 mm. & dn.	4.10@4.30
Narrow, mediums, 29@32 mm.	3.85@4.00
Medium, 32@35 mm.	2.85@2.95
Spec. med., 35@38 mm.	2.35@2.45
Export bungs, 34 in. cut	26
Large prime bungs, 34 in. cut	19
Medium prime bungs, 34 in. cut	12@ 16
Small prime bungs	10
Middles, per set, cap off	50@ 55

DRY SAUSAGE

(l.c.l. prices)

Cervelat, ch. hog bungs	.99 @1.02
Thuringer	.63 @70
Farmer	.82 @86
Holsteiner	.84½@86
B. C. Salami	.96½@99
B. C. Salami, new con.	.60 @63
Genoa style salami, ch.	.96 @1.04
Pepperoni	.88 @95
Mortadella, new condition	.62 @68
Italian style hams	.80 @82

DOMESTIC SAUSAGE

(l.c.l. prices)

Pork sausage, hog casings	47½@49
Pork sausage, sheep cas.	52 @55
Pork sausage, bulk	41½@42
Frankfurters, sheep cas.	55 @60
Frankfurters, skinless	52 @53
Bologna	47 @50
Bologna, artificial cas.	46½@52
Smoked liver, hog bungs	48½@51
New Eng. lunch. spec.	66 @76½
Minced lunch. spec. ch.	54 @59½
Tongue and blood	46 @49
Blood sausage	41 @49
Souse	36 @37
Polish sausage, fresh	56 @64
Polish sausage, smoked	55 @64

SPICES

(Basis Chgo., orig. bbls., bags, bales)

	Whole	Ground
Allspice, prime	41	46
Resifted	40	44
Chili Powder	..	40
Chili Pepper	..	39
Cloves, Zanzibar	72	78
Ginger, Jam., unbl.	65@72	75@78
Ginger, African	44	54
Cochin	..	..
Mace, fcy., Banda	..	..
East Indies	..	1.57
West Indies	..	1.49
Mustard, flour, fcy.	..	32
No. 1	..	28
West India Nutmeg	..	60
Paprika, Spanish	..	46@66
Pepper Cayenne	..	46@62
Red, No. 1	..	44
Pepper, Packers	2.00	3.22
Pepper, white	3.15@3.20	3.55
Malabar	2.00	2.09
Black Lampong	2.00	2.09

SEEDS AND HERBS

(l.c.l. prices)

	Whole	Ground for Saus.
Caraway seed	19	23
Cominos seed	32	36
Mustard seed, fancy	26@28	..
Yellow American	30	..
Marjoram, Chilean	..	..
Oregano	20@25	24@29½
Coriander, Morocco, Natural No. 1	26@27	29@30
Marjoram, French	49	53
Sage, Dalmatian No. 1	83	93

CURING MATERIALS

	Cwt.
Nitrite of soda, in 400-lb. bbls., del., or f.o.b. Chgo.	$ 9.39
Saltpeter, n. ton, f.o.b. N.Y.:	
Dbl. refined gran.	11.00
Small crystals	14.00
Medium crystals	15.40
Pure rfd., gran. nitrate of soda	5.25
Pure rfd., powdered nitrate of soda	unquoted
Salt, in min. car. of 60,000 lbs. only, paper sacked, f.o.b. Chgo.:	Per ton
Granulated	$21.90
Medium	28.30
Rock, bulk, 40 ton car. delivered Chicago	11.90
Sugar—	
Raw, 96 basis, f.o.b. New York	5.85
Refined standard cane gran., basis	8.25
Refined standard beet gran., basis	8.05
Packers' curing sugar, 250 lb. bags, f.o.b. Reserve, La., less 2%	7.90
Dextrose, per cwt. in paper bags, Chicago	7.53

PACIFIC COAST WHOLESALE MEAT PRICES

	Los Angeles Sept. 27	San Francisco Oct. 2	No. Portland Sept. 28
FRESH BEEF (Carcass)			
STEER:			
Choice:			
500-600 lbs.	$57.60@58.00	.....	$57.70@58.10
600-700 lbs.	57.60@58.00	$57.93@58.10	57.70@58.10
Good:			
500-600 lbs.	55.60@56.00	55.93@56.10	55.70@56.10
600-700 lbs.	55.60@56.00	55.93@56.10	55.70@56.10
Commercial:			
350-600 lbs.	50.60@51.00	50.93@51.10	50.70@51.10
COW:			
Commercial, all wts.	49.00@51.00	50.93@51.10	48.50@51.10
Utility, all wts.	47.00@49.00	48.93@49.10	47.00@49.10
FRESH CALF:	(Skin-Off)	(Skin-On)	(Skin-Off)
Choice:			
200 lbs. down	58.00@59.00	.....	57.00@59.00
Good:			
200 lbs. down	56.00@58.00	.....	56.00@58.00
FRESH LAMB (Carcass):			
Prime:			
40-50 lbs.	58.00@60.00	58.00@59.00	56.00@57.00
50-60 lbs.	58.00@59.00	56.00@58.00	.....
Choice:			
40-50 lbs.	58.00@60.00	58.00@59.00	56.00@57.00
50-60 lbs.	58.00@59.50	56.00@58.00	.....
Good, all wts.	56.00@58.50	55.00@57.00	55.00@56.50
MUTTON (EWE):			
Choice, 70 lbs. dn.	36.00@42.00	32.00@34.00	.....
Good, 70 lbs. dn.	36.00@42.00	28.00@32.00	.....
FRESH PORK CARCASSES:	(Packer Style)	(Shipper Style)	(Shipper Style)
80-120 lbs.	.....	35.00@36.00	.....
120-160 lbs.	33.50@35.00	35.00@36.00	32.50@33.50
FRESH PORK CUTS No. 1:			
LOINS:			
8-10 lbs.	55.50@56.20	54.80@56.30	54.80@56.30
10-12 lbs.	55.50@56.20	54.80@56.30	54.80@56.30
12-16 lbs.	55.50@56.20	54.80@56.30	54.80@56.30
PICNICS:			
4-8 lbs.	.....	38.00@40.00	.....
PORK CUTS No. 1:	(Smoked)	(Smoked)	(Smoked)
12-16 lbs.	49.00@54.00	57.00@60.00	56.00@59.00
16-20 lbs.	49.00@54.00	55.00@57.00	55.00@58.00
HAM, Skinned:			
BACON, "Dry Cure" No. 1:			
6- 8 lbs.	46.00@53.50	52.00@54.00	49.00@51.00
8-10 lbs.	43.00@53.50	48.00@52.00	45.00@49.00
10-12 lbs.	43.00@53.50	.....	45.00@49.00
LARD, Refined:			
Tierces	20.25@21.25	.....	18.50@20.00
50 lb. cartons and cans.	20.75@21.75	20.00@22.00	.....
1 lb. cartons	21.00@22.25	22.00@23.00	20.00@21.50

B-16 Electric Meat Cutter

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B-56 capacity: 3500-4500 pounds per hour; 5 h.p. motor. BB-56 capacity: 4500-5500 pounds per hour; 7½ h.p. motor.

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- Fast-seller for sandwiches and cold-cuts.
- A product of unlimited sales possibilities.

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CHICAGO PROVISION MARKETS

From The National Provisioner Daily Market Service

CASH PRICES

F. O. B. CHICAGO OR CHICAGO BASIS

THURSDAY, OCT. 4, 1951

REGULAR HAMS

	Fresh or F.F.A.	S. P.
8-10	43¼	43¼
10-12	43¼	43¼
12-14	43¼	43¼
14-16	44	44

BOILING HAMS

	Fresh or F.F.A.	S. P.
16-18	*44.10	*43.10
18-20	*44.10	*43.10
20-22	....	*43.10

SKINNED HAMS

	Fresh or F.F.A.	S. P.
10-12	45½@46	45½@46n
12-14	45½@46	45½@46n
14-16	45½@46½	45½@46½n
16-18	47	47n
18-20	46½@47	46½@47n
20-22	44	44n
22-24	39½	39½n
24-26	37½@38	37½@38n
25-30	37 @37½	37 @37½n
25/up, No. 2's inc.	37½a	.....

OTHER D.S. MEATS

	Fresh or Frozen	Cured
Reg. plates	16n	16n
Clear plates	14n	14n
Square jowls	16 @16½	16 @16½n
Jowl butts	13½	14¼
S.P. jowls	.....	*15.80

*Ceiling price, CPR 74, loose, f.o.b. Chicago.

PICNICS

	Fresh or F.F.A.	S. P.
4- 6	32½	32½n
4- 8 range	31½n	.....
6- 8	30 @30½	30 @30½n
8-10	30 @30½n	30 @30½n
10-12	30 @30½n	30 @30½n
12-14	30 @30½	30 @30½n
8/up, No. 2's inc.	30 @30½	.....

BELLIES

	Fresh or Frozen	Cured
6- 8	34n	35½n
8-10	33 @33½	34½@35n
10-12	28¼a	29¾
12-14	28a	29½n
14-16	25½	27
16-18	25½	27n
18-20	25 @25¼	26½@26¾n

	GR. AMN. BELLIES	D.S. BELLIES Clear
18-20	22n	22½@23n
20-25	22	22½
25-30	21n	21½@22
30-35	20¼	20 @20½
35-40	19¼	19½
40-50	17	18

FAT BACKS

	Green or Frozen	Cured
6- 8	13n	14n
8-10	14n	14¾@15*
10-12	14n	*15
12-14	15n	*16
14-16	15n	*16
16-18	*16.20	*17
18-20	*16.20	*17
20-25	*16.20	*17

a—asked. n—nominal.

LARD FUTURES PRICES

MONDAY, OCTOBER 1, 1951

	Open	High	Low	Close
Oct.	16.90	16.90	16.75	16.85b
Nov.	15.32½	15.37½	15.12½	15.37½
Dec.	15.10	15.20	14.97½	15.17½b
Jan.	15.10	15.10	14.97½	15.10b
Mar.	15.10	15.15	15.00	15.12½b
May	15.12½	15.15	15.02½	15.05b

Sales: 58,320,000 lbs.

Open interest at close Friday, Sept. 28: Sept. 32, Oct. 162, Nov. 408, Dec. 573, Jan. 91, Mar. 102, May 51; at close Sat., Sept. 29: Sept. 32, Oct. 162, Nov. 473, Dec. 575, Jan. 92, Mar. 105, and May 48 lots.

TUESDAY, OCTOBER 2, 1951

Oct.	16.95	17.00	16.75	16.80
Nov.	15.42½	15.50	15.35	15.35
Dec.	15.25	15.20	15.15	15.20a
Jan.	15.20	15.20	15.10	15.10
Mar.	15.20	15.20	15.07½	15.07½
May	15.10	15.10	15.00	15.00

Sales: 58,630,000 lbs.

Open interest at close Mon., Oct. 1st: Oct. 163, Nov. 475, Dec. 581, Jan. 91, Mar. 105, and May 43 lots.

WEDNESDAY, OCTOBER 3, 1951

Oct.	16.65	16.82½	16.65	16.85
Nov.	15.35	15.45	15.32½	15.45
Dec.	15.10	15.25	15.10	15.22½
Jan.	15.10	15.17½	15.10	15.15
Mar.	15.00	15.10	15.00	15.10
May	....	....	....	15.05b

Sales: 58,680,000 lbs.

Open interest at close Tues., Oct. 2nd: Oct. 169, Nov. 219, Dec. 578, Jan. 90, Mar. 110, and May 44 lots.

THURSDAY, OCTOBER 4, 1951

Oct.	16.90	17.10	16.90	17.02½
Nov.	15.57½	15.75	15.55	15.72½a
Dec.	15.32½	15.45	15.30	15.37½
Jan.	15.27½	15.35	15.25	15.32½a
Mar.	15.30	....	....	15.30
May	15.27½	....	....	15.27b

Sales: 9,880,000 lbs.

Open interest at close Wed., Oct. 3rd: Oct. 160, Nov. 472, Dec. 581, Jan. 90, Mar. 114 and May 44 lots.

THE NATIONAL PROVISIONER DAILY MARKET SERVICE provides up-to-the-minute quotations for each trading day. Regular, air mail and wire services are available.

CORN-HOG RATIO

The corn-hog ratio for barrows and gilts at Chicago for the week ended September 29, 1951 was 11.8, according to a report by the U. S. Department of Agriculture. This ratio continued to rise slightly from the 11.7 ratio reported for the preceding week, but remained below the 13.7 ratio recorded for the same week a year ago. These ratios were based on No. 3 yellow corn selling for $1.796 per bu. in the week ended September 29, $1.773 per bu. in the previous week and $1.53 per bu. in the same 1950 week.

PACKERS' WHOLESALE LARD PRICES

Refined lard, tierces, f.o.b. Chicago	$20.75
Refined lard, 50-lb. cartons, f.o.b. Chicago	20.75
Kettle rend., tierces, f.o.b. Chicago	21.75
Leaf, kettle rend., tierces, f.o.b. Chicago	21.75
Lard flakes	26.25
Neutral tierces, f.o.b. Chicago.	24.25
Standard Shortening *N. & S..	24.00
Hydrogenated Shortening N. & S.	25.75

*Delivered.

WEEK'S LARD PRICES

	P.S. Lard Tierces	P.S. Lard Loose	Raw Leaf
Sept. 29	18.10n	17.50n	17.00n
Oct. 1..	18.10n	17.50n	17.00n
Oct. 2..	18.10n	17.50n	17.00n
Oct. 3..	18.10n	17.62½b	17.12½n
Oct. 4..	18.10n	17.62½b	17.12½n

b—bid. n—nominal.

MARKET PRICES

NEW YORK

WHOLESALE FRESH MEATS

CARCASS BEEF

(Ceiling base prices)

	Oct. 3, 1951 Per lb. City
Prime, 800 lbs./down	58.7
Choice, 800 lbs./down	56.7
Good	54.7
Cow, commercial	49.7
Cow, utility	44.7

BEEF CUTS

(Ceiling base prices)

Prime:	
Hindquarter	64.1
Forequarter	53.6
Round	57.7
Trimmed full loin	96.7
Flank	31.7
Short loin	120.4
Sirloin	77.3
Cross cut chuck	51.4
Regular chuck	55.7
Foreshank	33.7
Brisket	44.7
Rib	81.7
Short plate	33.7
Back	62.6
Triangle	48.2
Arm chuck	52.7
Choice:	
Hindquarter	62.0
Forequarter	51.7
Round	57.7
Trimmed full loin	85.7
Flank	31.7
Short loin	102.4
Sirloin	72.1
Cross cut chuck	51.4
Regular chuck	55.7
Foreshank	33.7
Brisket	44.7
Rib	70.7
Short plate	33.7
Back	59.7
Triangle	48.2
Arm chuck	52.7

FANCY MEATS

(l.c.l. prices)

Veal breads, under 6 oz.	80
6 to 12 oz.	1.00
12 oz. up	1.25
Beef kidneys	16.6*
Beef livers, selected	62.6*
Beef livers, selected, kosher	82.6*
Oxtails, over ¾ lb.	27.6*

*Ceiling base prices.

LAMBS

(l.c.l. prices)

	City
Prime lambs	63 @68
Choice lambs	63 @68
Hindsaddles, prime & ch.	68 @75
	Western
Prime, all wts.	62 @68
Good, all wts.	62 @68
Choice, all wts.	62 @68

For permissible additions to ceiling base prices, see CPR 24.

FRESH PORK CUTS

(l.c.l. prices)

	Western
Hams, skinned, 14/down	51 @53
Picnics, 4/8 lbs.	33¼
Bellies, sq. cut, seedless, 6/12 lbs.	29 @33¼
Pork loin, 12/down	53.51*
Boston butts, 4/8 lbs.	45 @50
Spareribs, 3/down	44 @47
Pork trim., regular	28
Pork trim., spec. 85%	47 @48½
	City
Hams, skinned, 14/down	50 @52
Pork loins, 12/down	55.51*
Boston butts, 4/8 lbs.	45 @49
Spareribs, 3/down	44 @47

*Zone ceiling.

VEAL—SKIN OFF

(l.c.l prices)

	Western
Prime carcass	62 @64
Choice carcass	60 @62
Good carcass	56 @60
Commercial carcass	50 @54

DRESSED HOGS

(l.c.l prices)

Hogs, gd. & ch., hd. on, lf. fat in	
100 to 136 lbs.	34 @35
137 to 153 lbs.	34 @35
154 to 171 lbs.	34 @35
172 to 188 lbs.	34 @35

BUTCHERS' FAT

(l.c.l. prices)

Shop fat	2¾
Breast fat	4
Edible suet	4
Inedible suet	3¾

CANADIAN STOCKS

Canadian storage stocks on Sept. 1 are shown in the following table:

	Sept. 1* 1951	Aug. 1† 1951	Sept. 1 1951
Beef	5,588,000	6,981,000	5,785,000
Veal	3,217,000	3,338,000	3,067,000
Pork	8,207,000	15,574,000	12,864,000
Mutton & Lamb	318,000	514,000	490,000

*Preliminary. †Revised.

SOUTHERN KILL

August 1951 slaughter in Alabama, Florida and Georgia under federal, state and municipal inspection was reported as follows:

	August 1951	August 1950
Cattle	66,800	62,000
Calves	29,000	35,000
Hogs	145,500	131,000
Sheep	200	200

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BY-PRODUCTS....FATS AND OILS

TALLOWS AND GREASES

Thursday, October 4, 1951

Offerings continued to be somewhat on the light side during the early part of the week. However, at the same time buyers were also still taking a "waiting attitude." Few sales reported early in the week: Tank of prime tallow sold at 9¼c, c.a.f. mid-east point, and a couple tanks of yellow grease went for 6¾c, Chicago.

At midweek, large soapers were still on the sidelines, and export interest was not too active. Sales of five tanks yellow grease were made at 7⅜c, East. A tank of choice white grease sold at 9¼c, Chicago.

Some trading came about later in the week, mostly on lower grades of tallows and greases, because of a reported increase in export interest. Several tanks of choice white grease sold at 9¾c, East, and several tanks of same at 10c, East; the former price for last half October shipment, and the latter for prompt delivery.

A total of eight tanks yellow grease sold at 6¾c, Chicago, while a tank of special tallow brought 7¾c, Chicago.

TALLOWS: Fancy tallow was 9¼c; prime, 9c nominal; special tallow, 7¾@8c nominal; No. 3 tallow, 6½c nominal.

GREASES: Choice white grease, 9@9¼c nominal; A-white grease, 8½@8¾c nominal; B-white grease, 7@7¼c nominal; yellow grease, 6¾c, and brown grease ¼@5½c nominal.

OLEOMARGARINE PRODUCTION

Production of margarine during August totaled 86,286,000 lbs. compared with 84,129,000 lbs. in August, 1950, according to a report by the National Association of Margarine Manufacturers. Colored margarine output was up to 72,954,000 lbs. in the month compared with 52,421,000 lbs. a year ago. Uncolored margarine production dropped to 13,332,000 lbs. from 31,708,000 lbs. a year before. Stocks of colored margarine held at the producer's plant at the beginning of August totaled 8,868,000 lbs. and at the end of the month increased to 9,442,000 lbs. Uncolored margarine stocks on the first of the month were 3,105,000 lbs. and dropped to 2,729,000 lbs. by the end of the month. Total margarine production during the first eight months of 1951 of 661,829,000 lbs. compared with the 613,950,000 lbs. turned out in the corresponding eight-month period in the preceding year.

BY-PRODUCTS MARKETS

(Chicago, Thursday, October 4, 1951)

Blood

	Unit Ammonia
Unground, per unit of ammonia	*$8.75

Digester Feed Tankage Materials

Wet rendered, unground, loose	
Low test	*$9.50@9.75n
High test	*9.25@9.50n
Liquid stick tank cars	2.75n

Packinghouse Feeds

	Carlots, per ton
50% meat and bone scraps, bagged	$115.00
50% meat and bone scraps, bulk	113.00
55% meat scraps, bulk	120.00
60% digester tankage, bulk	115.00@122.50
60% digester tankage, bagged	120.00
80% blood meal, bagged	160.00
60% standard steamed bone meal, bagged	85.00

Fertilizer Materials

High grade tankage, ground, per unit ammonia	$6.25n
Hoof meal, per unit ammonia	7.50n

Dry Rendered Tankage

	Per unit Protein
Cake	*$2.00@2.10n
Expeller	*2.00@2.10n

Gelatine and Glue Stocks

	Per cwt.
Calf trimmings (limed)	$2.50
Hide trimmings (green, salted)	30.00@35.00
Cattle jaws, skulls and knuckles, per ton	50.00@55.00
Pig skin scraps and trimmings, per lb.	7¼

Animal Hair

Winter coil dried, per ton	$115.00@120.00
Summer coil dried, per ton	*90.00@ 95.00
Cattle switches, per piece	6 @ 6½
Winter processed, gray, lb.	13½ @14½
Summer processed, gray, lb.	9 @10

n—nominal.
*Quoted delivered basis.

VEGETABLE OILS

Wednesday, October 3, 1951

The crude vegetable oils market, with the exception of soybean oil, remained slow the early part of this week, showing some firmness near midweek as light and scattered trading was reported later in the day in other oils.

In contrast to the fairly active soybean oil market, Monday's trading in other oils was considered slow. Soybean oil for all shipments went for 13⅝c late in the day although the earlier market for first-half October and straight October, November, December and January all went for 13½c. Valley and Texas oil were reported to have sold at 14½c, whereas Southeast oil was quoted nominally at this level. The asking price of corn oil was ⅛c higher than the bid of 15c while a 17c nominal bid was the nearest price sources could report for the peanut oil market.

Steady prices for soybean oil and heavier trading in Southeast and Texas cottonseed oil were the main highlights in Tuesday's trading while scattered sales were noted in other crude oils. Soybean oil brought 13⅝c for straight October, November and December and October-December and November-December coupled. January-March and January-June, coupled, were bid at 13½c while the asking price was 13⅝c. Spotty sales of Valley oil went for 14½c while some sales of Texas were reported at 14⅜c. October delivery corn oil brought 15⅛c, in line with the previous day's bid. A few sales of peanut oil brought 17¼c for immediate delivery with 16¾c quoted for forward shipment. The coconut oil market remained quiet and without change with a nominal quotation of 13½c.

By midweek, light, scattered trading was indicated throughout the vegetable oils market. Soybean oil sold early in the day at 13⅝c for October, November and December delivery, later firming

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⅛c to 13¾c for these same months. January-June coupled also traded later at the latter price. Both Southeast and Valley oil traded at 14½c, steady with previous sales, early in the day although Valley later slipped to 14⅜c. Texas oil brought 14⅜c for immediate shipment and 14¼c for November shipment. Immediate October corn oil sold for 15⅛c while November and December went for 15c, ⅛c higher than previous sales. Other oils were quiet with nominal quotations of 17c for peanut oil and 13½c for coconut oil.

SOYBEAN OIL: The midweek quotation of 13¾c fell ⅛c below the previous week's nominal quotation of 13⅞c.

CORN OIL: The 15⅛c price paid for this oil remained unchanged from the preceding week's nominal quotation.

PEANUT OIL: This market regained some of the ground lost the previous week as the nominal price was quoted at 17c compared with 16¾c a week earlier.

COCONUT OIL: The market remained quiet throughout the week with a nominal price of 13½c, Pacific Coast, unchanged from the week before.

COTTONSEED OIL: Although the price across the belt was slightly under the previous midweek quotation, more sales were reported in Valley and Southeast than in the previous preceding week, however. The New York futures quotations were reported as follows:

MONDAY, OCTOBER 1, 1951

	Open	High	Low	Close	Pr. Close
Oct.	*16.90	17.04	17.00	*17.00	16.92
Dec.	17.08	17.15	17.04	*17.10	17.08
Jan.	*17.08	....	....	*17.10	17.08
Mar.	*17.08	17.22	17.12	*17.17	17.18
May	*17.10	17.25	17.11	*17.23	17.19
July	*17.08	17.23	17.23	*17.11	17.19
Sept. ('52)	*16.15	....	....	*16.60	*16.60
Oct. ('52)	*16.30	....	....	*16.40	*16.45

Sales: 169 lots.

TUESDAY, OCTOBER 2, 1951

Oct.	17.00	17.10	16.90	16.90	*17.00
Dec.	17.15	17.17	17.00	*17.00	*17.10
Jan.	*17.10	....	....	*17.00	*17.10
Mar.	17.28	17.28	17.11	*17.06	*17.17
May	17.25	17.28	17.05	17.09	*17.23
July	*17.23	17.27	17.10	*17.08	*17.11
Sept. ('52)	*16.55	....	....	*16.55	*16.60
Oct. ('52)	*16.75	....	....	*16.25	*16.40
Dec. ('52	16.40	....	....	16.25	16.40

Sales: 203 lots.

WEDNESDAY, OCTOBER 3, 1951

Oct.	16.90	17.50	16.90	*16.90	16.90
Dec.	16.97	17.14	16.97	17.05	*17.00
Jan.	*17.00	17.25	17.25	*17.10	*17.00
Mar.	17.05	17.24	17.05	*17.11	*17.06
May	*17.10	17.24	17.07	17.13	17.09
July	17.10	17.24	17.09	17.14	*17.08
Sept. ('52)	*16.50	....	....	*16.51	*16.55
Oct. ('52)	*16.35	....	....	*16.25	*16.25
Dec. ('52	16.35	....	....	16.25	16.25

Sales: 313 lots.

THURSDAY, OCTOBER 4, 1951

Oct.	16.95	17.05	16.95	*16.94	16.90
Dec.	17.15	17.19	17.08	17.08	17.00
Jan.	*17.12	....	....	*17.14	*17.10
Mar.	*17.17	17.27	17.18	17.18	*17.11
May	17.23	17.30	17.19	17.22	17.13
July	17.21	17.28	17.21	*17.20	17.14
Sept. ('52)	*16.50	16.97	16.97	*16.75	*16.51
Oct. ('52)	16.95	17.05	16.95	*16.94	*16.25
Dec. ('52)	17.15	17.19	17.08	17.08	16.25

Sales: 231 lots.

*Bid.

CHICAGO PROV. SHIPMENTS

Provision shipments, by rail, in the week ended September 29:

	Week Sept. 29	Previous Week	Cor. Week 1950
Cured meats, pounds	20,147,000	21,075,000	24,193,000
Fresh meats, pounds	19,485,000	20,942,000	25,583,000
Lard, pounds	5,436,000	4,762,600	4,561,000

EASTERN BY-PRODUCTS MARKET

New York, Oct. 4, 1951

Dried blood was quoted Thursday at $8.50 nominal per unit of ammonia. Low test wet rendered tankage moved at $9.50 per unit of ammonia, and high test tankage sold at $9. Dry rendered tankage sold at $2.00 per protein unit.

VEGETABLE OILS

Wednesday, October 3, 1951

Crude cottonseed oil, carloads, f.o.b. mills	
Valley	14½
Southeast	14½
Texas	14⅝
Corn oil in tanks, f.o.b. mills	15⅛
Peanut oil, f.o.b. Southern Mills	17n
Soybean oil, Decatur	13⅝
Coconut oil, f.o.b. Pacific Coast	13½n
Cottonseed foots	
Midwest and West Coast	1⅝@2
East	1⅝@2

n—nominal.

OLEOMARGARINE

Wednesday, October 3, 1951

White domestic vegetable	29
White animal fat	29
Milk churned pastry	28
Water churned pastry	27

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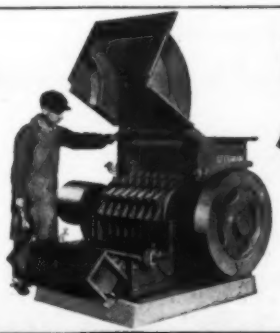

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HIDES AND SKINS

Hide allocations set at 100 per cent for the second consecutive month—Branded steers, light native steers and branded cows ½c higher. Bulls 1c higher in this week's trading—Heavy native steers and heavy cows again move at ceiling—Light cows were inactive and weak.

CHICAGO

PACKER HIDES: Late last week, it was announced that the October quotas, as was the case with the September quotas, were based on 100 per cent of tanners' purchases of a year ago. It was also announced that the purchase period would be extended through the entire month, as it had been in September for the first time. In actual figures this 100 per cent allocation amounts to about 1,817,000 hides, 789,300 calfskins and 258,200 kipskins.

Trading got underway the first day of the October period with 6,900 heavy cows selling at 34c, the ceiling. On Tuesday, another car or two heavy cows sold same basis; this was followed by a little more spirited trading on Wednesday and an even more active business in this classification developed on Thursday.

On Wednesday, although the volume was light, prices were higher and the way was paved for a moderately better trade on Thursday. About 1700 light native steers sold 35½c, up ½c. Three cars of bulls sold 24c, up a full cent. Branded steers in P. T. trading established the market at levels up ½c from last trading.

On Thursday more than 10,000 branded steers sold with the butts at 29½c and the Colorados at 28c. About the same number of heavy native steers sold at the ceiling of 33c. Just slightly below this in volume were branded cows at 31½c. (Also ½c higher). There was also a sale of another car of bulls at 24c.

The one disturbing feature of the entire market was the weakness and the inactivity of the light cows, with best bids reported 1@1½c below the asking prices, which were steady. Packers were unable to move most other hides, and it seemed that they would avoid any action in these at such discounted levels, at least for the next few days.

SHEEPSKINS: Although it was generally agreed that the market for shearlings and clips was strong to higher, it was not clear just how much higher. Best rumors had clips selling at $4, while No. 1's were rumored to have sold at $3.50.

There was a rather good trade, that was confirmed, at prices slightly below these. No. 1 shearlings both in straight and mixed cars sold at $3.25 and there were also some sales at $3.35. Clips sold in same manner at a consistent $3.75. Pickled skins sold at $15. Early in the week some "interiors" were traded but, as usual, the details were confidential; more "interior" trading is scheduled to take place on October 9.

CALFSKINS AND KIPSKINS: The mystery of the skin market continues with every reason to believe that the market is slightly better than last sales (and the present nominal quotations) but with nothing in the way of trade to substantiate that opinion, however.

What is more apparent, however, is that neither buyers nor sellers appear to care very much, so the market remains inactive. Buyer's holdings evidently are sufficient for the near future and packers, with the kill in calf and kip running on the extremely light side, have plenty of room to store them for the present.

OUTSIDE, SMALL PACKER—WEST COAST: The first week of the new allocation period, as in the last week of the old allocation period, appeared to be really a slow one. Whatever advantage shown in the market, apparently was in the buyers' position. There was a small trade in hides from picked spots (both as to quality and freight rates) at 10 per cent below the ceilings, but with this exception, the market for the most part was inactive. The general trend was seemingly below this 10 per cent figure.

There was also trading in some big packer small plants at about 12½ per cent under, but again, the general market did not seem to be quite that good.

In brief, in the lack of trading, the market could be best described by saying packers and buyers were about 5@10 per cent apart. Offerings were generally at about 10 per cent under, while bids were 15@20 per cent below ceilings. Just to make the entire picture more confusing was the rather good showing of the packer market. However, the light cows were inactive in the packer market and many traders said that the way these hides eventually sell, would be the key to the trend the small packer hides will take.

CHICAGO HIDE QUOTATIONS

PACKER HIDES

	Week ended Oct. 4, 1951	Previous Week	Cor. week 1950
Nat. strs.	33 @35½	33 @35	32 @33¼
Hvy. Texas strs.	29	28½	28½
Hvy. butt, brand'd strs.	29½	28½	28½
Hvy. Col. strs.	28	27½	28
Ex. light Tex. strs.	35	35	33½
Brand'd cows	31½	31	30½ @31
Hy. nat. cows	*34	*34	32
Lt. nat. cows	34½@35	34½@35	33 @34
Nat. bulls	*24	22 @23	22
Brand'd bulls	*23	21 @22	21
Calfskins, Nor. 15/under	50n	50n	75½@80½
Kips, Nor. nat. 15/25	43½n	43½n	59½
Kips, Nor. branded	41	41	57

*Ceiling prices.

SMALL PACKER HIDES

STEERS AND COWS:			
70 lbs. and over	*37¼	*37½	....
35-30 lbs.	*28½	*28½	....
Bulls 58/over	*23	*23	....

*Ceiling prices. Market 10@15 per cent below ceilings.

When pricing on ceiling basis, subtract ¼c from base prices for every 1 lb. increase in weight over 35 lbs. All prices f.o.b. point of shipment, flat for No. 1's and No. 2's.

SMALL PACKER SKINS

Calfskins under 15 lbs.	40@42	40@42	.....
Kips, 15/30	34@36	34@36	.....
Slunks, regular	1.25@1.50	1.25@1.50	.....
Slunks, hairless	60n	60n	.....

SHEEPSKINS

Pkr. shearlings, No. 1	3.25@ 3.50	3.10@ 3.25	4.75
Dry Pelts	40@42	40@42	37
Horsehides, untrmd.	11.00	11.00	13.00

n—nominal.

CHICAGO HIDE MOVEMENT

Receipts of hides at Chicago for the week ended September 29, 1951, were 4,439,000 lbs.; previous week, 3,371,000 lbs.; same week 1950, 4,943,000 lbs.; 1951 to date, 194,108,000 lbs.; same period 1950, 221,934,000 lbs.

Shipments for the week ended September 29 totaled 3,197,000 lbs.; previous week, 2,139,000 lbs.; corresponding week 1950, 4,260,000 lbs., this year to date, 149,500,000 lbs.; corresponding period a year ago, 173,613,000 lbs.

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CHICAGO PROVISION STOCKS

Although pork meats held in storage at Chicago on September 29 fell 7,072,235 lbs. to a total of 38,536,896 lbs. compared with 45,609,133 lbs. at the end of August, inventories were still far above the holdings of 24,779,342 lbs. in storage at the end of September a year ago.

Lard stocks continued to fall drastically as only 7,899,877 lbs. were reported in storage at the end of September—a decline of 2,014,267 lbs. from the August 31 total of 9,914,144 lbs. The holdings on the same date a year before were 31,483,146 lbs.

	Sept. 29, '51, lbs.	Aug. 31, '51, lbs.	Sept. 30, '50, lbs.
All brld. pork	2,150	2,327	1,010
P.S. lard (a)	4,082,068	6,014,551	24,382,234
P.S. lard (b)	.....	.....	.....
Dry rendered lard (a)	813,800	481,428	3,848,571
Dry rendered lard (b)	.....	.....	.....
Other lard	3,004,009	3,418,165	3,252,341
TOTAL LARD	7,899,877	9,914,144	31,483,146
D.S. cl. bellies (contract)	273,370	236,900	43,200
D.S. cl. bellies (other)	4,605,329	6,348,593	3,989,600
TOTAL D.S. CL. BELLIES	4,878,699	6,585,493	4,032,800
D.S. rib bellies	.....	.....	.....
D.S. fat backs	579,940	903,600	1,297,445
S.P. regular hams	1,825,518	1,442,015	835,000
S.P. skinned hams	10,793,799	12,461,646	4,968,296
S.P. bellies	10,985,196	13,648,643	8,292,951
S.P. picnics, B.P. Boston shoulders	3,662,342	3,454,259	1,373,560
Other cuts meats	5,811,402	7,113,417	3,979,380
TOTAL ALL MEATS	38,536,896	45,609,133	24,779,342

(a) Made since October 1, 1950. (b) Made previous to October 1, 1950.

The above figures cover all meat in storage in Chicago, including holdings owned by the Government.

St. Louis Pork, Lard Stocks Abnormally Low

Although the six major packing plants in the St. Louis area slaughtered 260,264 hogs last month, an increase of 15 per cent compared with the August kill, pork cooler stocks were down to 6,925 tons compared with 7,342 tons in August. Normally, plants in the St. Louis area carry an inventory averaging around 7,100 tons.

Lard stocks were also down for the period. Normally the September lard inventory totals 1,727 tons; last month, however, only 745 tons remained in these plants. And, according to a recent St. Louis Livestock Exchange report, stocks there more nearly approximate the light tonnage noted during most of the last war, when an acute fats and oils shortage developed.

JULY MEAT GRADING

The total of meats, meat products and by-products graded by the U. S. Department of Agriculture in July was reported in thousands of lbs. (i.e. "000" omitted) as follows:

	July* 1951	June* 1951	July 1950
Beef	663,205	604,640	187,968
Veal and calf	77,261	63,740	7,550
Lamb, yearling and mutton	40,414	39,805	8,412
Total	780,880	708,185	203,930
All other meats and lard	18,726	14,152	12,719
Grand total	799,606	722,337	216,649

*Compulsory grading of beef, veal, calf, lamb and mutton pursuant to O.P.S. regulation became effective May 7, 1951.

MEAT EXPORTS-IMPORTS

U.S.D.A. meat exports and imports for August:

	August 1951 Pounds	August 1950 Pounds
EXPORTS (domestic)		
Beef and veal—		
Fresh or frozen	156,958	115,276
Pickled or cured	275,606	529,638
Pork—		
Fresh or frozen	1,296,674	314,155
Hams & shoulders, cured	1,061,083	686,910
Bacon	2,367,595	1,973,555
Other pork, pickled or salted	665,967	1,269,356
Mutton and lamb	15,427	18,485
Sausage, including canned and sausage ingredients	574,784	164,695
Canned meats—		
Beef	39,790	933,100
Pork	459,520	237,186
Other canned meats[1]	258,627	962,871
Other meats, fresh, frozen or cured—		
Kidneys, livers, and other meats, n.e.s.	211,673	290,356
Lard, including neutral	72,030,099	33,455,786
Lard oil	18,000	.....
Tallow, edible	8,183	248,311
Tallow, inedible	27,945,176	47,928,284
Grease stearin	.....	.....
Inedible animal oils, n.e.s.	12,123	24,490
Inedible animal greases and fats, n.e.s.	4,221,620	2,758,099
IMPORTS—		
Beef, chilled or frozen	12,097,708	7,935,635
Veal, chilled or frozen	1,361,129	1,762,642
Beef and veal, pickled or cured	5,765,575	235,585
Pork, fresh or chilled, and frozen	344,506	628,442
Hams, shoulders and bacon	2,888,798	*2,769,970
Pork, other pickled or salted	19,507	*56,476
Mutton and lamb	22,200	7,838
Canned beef	16,290,004	12,994,389
Tallow, edible	.....	300
Tallow, inedible	.....	.....

[1]Includes many items which consist of varying amounts of meat.
*Revised.

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August Hog Prices Drop Below Same Month a Year Ago

The average live weights of the 1,064,000 cattle, 422,000 calves, 4,236,000 hogs and 889,000 sheep and lambs slaughtered during the month of August, 1951, with comparative figures for August, 1950, were reported by the U. S. Department of Agriculture as shown in the following table:

	August 1951	August 1950
Cattle	961.7	974.5
Steers*	996.6	1,003.2
Heifers*	834.4	818.4
Cows*	953.9	960.4
Calves	249.5	241.4
Hogs	261.7	259.3
Sheep and lambs	94.8	93.2

*Also included with cattle.

Packers operating under federal inspection paid the following average prices per cwt. for livestock during the periods under comparison:

	August 1951	August 1950
Cattle	$29.51	$25.10
Steers*	34.17	28.26
Heifers*	32.79	27.52
Cows*	23.01	19.77
Calves	31.35	27.34
Hogs	20.98	22.29
Sheep and lambs	27.00	24.55

*Also included with cattle.

The dressing yields of the livestock slaughtered (per 100 lbs. live weight) are shown below:

	August 1951	August 1950
Cattle	54.8	55.0
Calves	56.3	55.7
Hogs*	75.2	75.2
Sheep and lambs	47.1	47.3
Lard per 100 lbs.	14.4	14.5
Lard per animal	37.6	37.5

*Subtract 7.0 to obtain reported packer style average.

The average dressed weight of federally inspected slaughter were reported as follows:

	August 1951	August 1950
Cattle	527.0	536.0
Calves	140.5	134.5
Hogs	196.8	195.0
Sheep and lambs	44.6	44.1

SALABLE AND DRIVE-IN RECEIPTS AT 65 MARKETS

The USDA reports the total salable and driven-in receipts at 65 public markets in August, 1951:

TOTAL SALABLE RECEIPTS*

	August 1951	August 1950
Cattle	1,305,746	1,396,115
Calves	372,843	359,023
Hogs	1,994,119	1,744,644
Sheep	756,571	903,619

TOTAL DRIVEN-IN RECEIPTS

Cattle	1,177,047	1,264,771
Calves	378,885	372,926
Hogs	2,256,812	1,918,397
Sheep	584,166	690,848

*Does not include through shipments and direct shipments to packers when such shipments pass through the stockyards.

Driven-in receipts at 65 public markets constituted the following percentages of total August receipts, which include through shipments and direct shipments to packers when such shipments pass through the stockyards: Cattle, 74.8; calves, 77.0; hogs, 81.6, and sheep, 44.6. These percentages compared with 79.1, 81.9, 80.8 and 47.0 per cent in July, 1950.

KINDS OF LIVESTOCK KILLED

The classification of livestock slaughtered under federal inspection during August, 1951, compared with July, 1951, and August, 1950:

	Aug. 1951 Per-cent	July 1951 Per-cent	Aug. 1950 Per-cent
Cattle—			
Steers	48.0	55.2	52.3
Heifers	9.5	10.5	9.4
Cows	36.4	29.0	33.6
Cows and heifers	45.9	39.5	43.0
Bulls and stags	6.1	5.3	4.7
Total	100.0	100.0	100.0
Canners and cutters[1]	16.6	12.4	15.2
Hogs—			
Sows	29.4	32.9	31.2
Barrows and gilts	69.8	66.1	68.1
Stags and boars	.8	1.0	.7
Total	100.0	100.0	100.0
Sheep and Lambs—			
Lambs and yrlgs.	84.2	85.4	87.2
Sheep	15.8	14.6	12.8
Total	100.0	100.0	100.0

[1]Included in cattle classification.

LIVESTOCK AT 65 MARKETS

A summary of receipts and disposition of livestock at 65 public markets during August, 1951, was given by the U. S. Department of Agriculture:

CATTLE (EXCLUDING CALVES)

	Total receipts	Local slaughter	Total shipments
Aug., 1951	1,573,142	661,644	898,381
Aug., 1950	1,598,410	849,636	732,605
Jan.-Aug., 1951	10,121,756	5,088,236	4,887,342
Jan.-Aug., 1950	10,974,400	6,051,391	4,758,342
5-yr. av.(Aug., 1946-50)	1,768,439	857,051	891,885

CALVES

Aug., 1951	492,314	210,014	274,223
Aug., 1950	455,154	234,321	209,465
Jan.-Aug., 1951	2,783,511	1,462,384	1,248,267
Jan.-Aug., 1950	3,118,145	1,772,785	1,261,206
5-yr. av.(Aug., 1946-50)	563,385	307,191	246,324

HOGS

Aug., 1951	2,764,637	1,841,811	909,626
Aug., 1950	2,374,051	1,569,349	795,501
Jan.-Aug., 1951	24,246,887	16,205,927	7,923,599
Jan.-Aug., 1950	22,170,053	14,905,269	7,146,711
5-yr. av. (Aug., 1946-50)	1,997,410	1,281,313	707,826

SHEEP AND LAMBS

Aug., 1951	1,310,473	465,177	844,735
Aug., 1950	1,470,988	569,966	886,257
Jan.-Aug., 1951	7,642,035	3,382,809	4,255,591
Jan.-Aug., 1950	9,410,690	4,398,771	4,979,556
5-yr. av. (Aug., 1946-50)	1,786,237	740,289	1,035,135

Note: Total receipts represent livestock movements at the specified markets including through shipments and direct shipments to packers when such shipments pass through the stockyards.

Swiss 1951 Livestock Census

A bulletin on foreign crops and markets published by the U. S. Department of Agriculture states that livestock inventories in Switzerland during the month of April showed an increase in cattle and decreases in hogs and horses compared with a year ago.

Cattle numbers, increasing steadily, were 5 per cent above 1950, but still 6 per cent below the 1938 level. The number of cows increased approximately 3 per cent from the preceding year, the report stated. This reflects a decrease in the number of cows slaughtered.

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LIVESTOCK PRICES AT LEADING MARKETS

Livestock prices at five western markets on Wednesday, October 3, were reported by the Production and Marketing Administration as follows:

	St. L. Natl. Yds.	Chicago	Kansas City	Omaha	St. Paul
HOGS: (Quotations based on hard hogs)					
BARROWS & GILTS:					
Choice:					
120-140 lbs.	$19.00-20.50	$17.00-20.50	$.....	$.....	$.....
140-160 lbs.	20.25-21.50	20.00-21.50	19.25-20.75	19.50-20.75	.....
160-180 lbs.	21.25-22.15	21.25-21.90	20.25-21.50	20.50-22.00	.....
180-200 lbs.	22.00-22.25	21.85-22.10	21.00-22.00	21.50-22.40	21.85
200-220 lbs.	22.10-22.25	22.00-22.15	21.75-22.10	22.25-22.50	22.10
220-240 lbs.	22.10-22.25	22.00-22.15	21.75-22.15	22.25-22.50	22.10
240-270 lbs.	21.65-22.25	22.00-22.15	21.50-22.00	22.25-22.50	21.50-22.10
270-300 lbs.	21.15-21.85	21.50-22.10	21.00-21.75	21.25-22.40	.....
300-330 lbs.	20.25-21.40	20.75-21.50	20.75-21.25	20.50-21.50	.....
330-360 lbs.	19.75-20.50	20.50-21.00	20.50-21.00	20.50-21.50	.....
Medium:					
160-220 lbs.	19.00-21.00	20.50-21.50	20.25-21.50	19.00-22.00	.....
SOWS:					
Choice:					
270-300 lbs.	20.00 only	21.00-21.25	18.75-19.25	20.50-21.25	18.50-20.25
300-330 lbs.	20.00 only	20.75-21.00	18.75-19.25	20.50-21.25	18.50-20.25
330-360 lbs.	19.50-20.00	20.00-20.75	18.50-19.00	20.00-21.00	18.50-20.25
360-400 lbs.	18.75-19.75	19.25-20.00	18.00-18.75	19.00-20.25	18.50-20.25
400-450 lbs.	18.50-19.50	19.00-19.50	17.50-18.25	18.00-19.25	17.95-18.75
450-550 lbs.	18.00-19.25	18.25-19.00	17.25-18.00	17.00-18.25	17.95-18.75
Medium:					
250-500 lbs.	17.25-19.50	17.00-20.50	16.75-18.75	16.50-20.50	.....
SLAUGHTER CATTLE AND CALVES:					
STEERS:					
Prime:					
700- 900 lbs.	36.75-38.50	37.25-39.25	36.75-39.00	36.75-38.00	37.25-38.50
900-1100 lbs.	37.00-38.75	37.75-40.00	37.25-39.50	37.50-39.25	37.50-38.75
1100-1300 lbs.	37.25-39.00	38.25-40.40	37.50-39.50	38.00-39.75	37.75-39.50
1300-1500 lbs.	37.25-39.00	38.50-40.50	37.50-39.50	38.00-39.75	38.00-39.50
Choice:					
700- 900 lbs.	34.25-37.00	34.00-37.75	33.25-37.00	33.50-37.50	35.00-37.50
900-1100 lbs.	34.50-37.00	34.35-38.25	33.50-37.25	33.50-38.00	35.25-37.75
1100-1300 lbs.	34.75-37.25	34.50-38.50	33.75-37.50	33.75-38.00	35.25-38.00
1300-1500 lbs.	35.00-37.25	34.75-38.50	34.00-37.50	34.00-38.00	35.50-38.00
Good:					
700- 900 lbs.	31.50-34.50	31.50-34.25	30.25-33.25	31.25-33.75	32.50-35.25
900-1100 lbs.	31.50-34.75	31.75-34.50	30.50-33.50	31.50-34.00	32.50-35.50
1100-1300 lbs.	32.00-35.00	32.00-34.75	30.75-33.75	31.75-34.25	32.75-35.50
Commercial, all wts.	28.00-31.50	27.50-32.00	27.50-30.75	28.50-31.75	28.00-32.75
Utility, all wts.	25.00-28.00	25.50-27.50	24.00-27.50	26.00-28.50	24.50-28.00
HEIFERS:					
Prime:					
600- 800 lbs.	36.50-37.50	37.00-38.50	36.50-38.25	36.25-37.50	36.75-38.25
800-1000 lbs.	37.00-38.00	37.50-39.25	36.75-38.50	36.75-38.00	37.00-38.50
Choice:					
600- 800 lbs.	33.50-36.50	33.50-37.50	33.00-36.75	33.00-36.50	34.75-36.75
800-1000 lbs.	34.00-37.00	34.00-37.50	33.00-36.75	33.00-37.00	35.00-37.00
Good:					
500- 700 lbs.	30.50-34.00	31.00-34.00	30.00-33.00	31.25-33.00	32.25-34.75
700- 900 lbs.	31.00-34.00	31.25-34.00	30.00-33.00	31.25-33.00	32.25-35.00
Commercial, all wts.	27.00-31.00	27.00-31.25	26.00-30.00	28.00-31.25	27.00-32.25
Utility, all wts.	24.00-27.00	24.00-27.00	23.00-26.00	24.50-28.00	24.00-27.00
COWS:					
Commercial, all wts.	26.75-29.50	26.50-29.50	26.00-29.00	27.00-29.25	26.00-30.00
Utility, all wts.	22.50-26.75	22.25-25.75	21.25-26.00	21.00-27.00	22.00-26.00
Canner & cutter, all wts.	17.00-22.50	17.75-22.50	16.00-21.25	16.00-21.00	16.00-22.00
BULLS (Yrs. Excl.) All Weights:					
Good	.....	29.50-30.00	.....	28.75-29.50	28.00-29.50
Commercial	27.50-29.25	28.75-29.75	27.50-28.00	28.00-29.00	27.50-29.00
Utility	25.50-27.50	26.00-28.75	25.00-27.50	25.00-28.00	25.00-27.50
Cutter	23.00-25.50	23.50-26.00	21.50-25.00	22.50-26.00	22.00-25.00
VEALERS (All Weights):					
Choice & prime	37.00-41.00	36.00-37.00	34.00-36.00	31.00-36.00	35.00-37.00
Com'l & good	29.00-37.00	30.00-36.00	28.00-34.00	27.00-31.00	27.00-35.00
CALVES (500 Lbs. Down):					
Choice & prime	32.00-36.00	31.00-36.00	31.00-35.00	30.00-34.00	32.00-35.00
Com'l & good	27.00-32.00	28.00-32.00	26.00-31.00	26.00-30.00	27.00-32.00
SHEEP AND LAMBS[2]:					
LAMBS (110 Lbs. Down):					
Choice & prime*	30.00-31.00	30.50-31.50	29.00-30.00	30.00-30.75	31.00-31.25
Good & choice*	28.00-30.00	29.00-30.50	27.00-29.00	28.50-30.00	29.00-31.00
EWES (Shorn):					
Good & choice*	12.50-14.75	14.00-16.00	13.50-15.00	14.00-15.00	15.50-16.50
Cull & utility	9.00-12.50	11.00-13.50	9.00-13.00	10.00-14.00	9.50-15.25

[2]Quotations on wooled stock based on animals of current seasonal market weight and wool growth, those on shorn stock on animals with No. 1 and 2 pelt.

*Quotations on slaughter lambs and yearlings of good and choice as combined represent lots averaging within the top half of the good and the top half of the medium grades, respectively.

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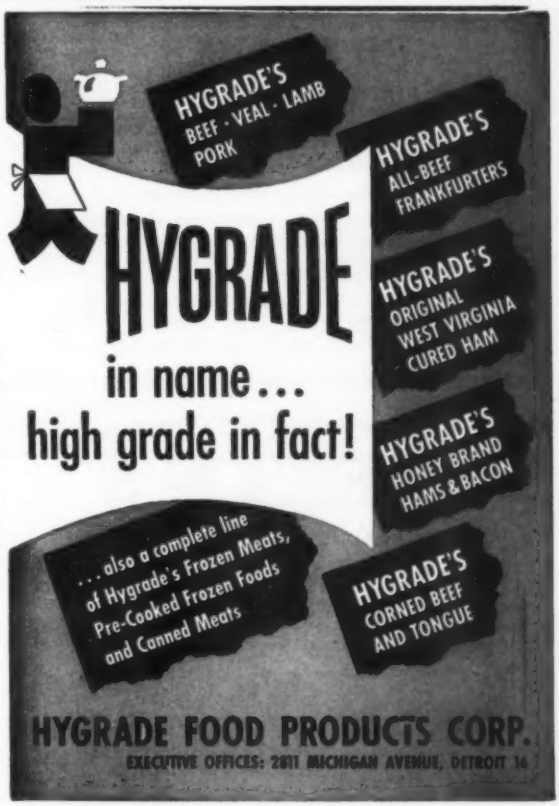

LIVESTOCK PRICES AT 11 CANADIAN MARKETS

Average prices per cwt. paid for specified grades of steers, calves, hogs and lambs at eleven leading markets in Canada during the week ended September 22 were reported to THE NATIONAL PROVISIONER by the Canadian Department of Agriculture as follows:

STOCK YARDS	GOOD STEERS Up to 1000 lb.	VEAL CALVES Good and Choice	HOGS* Gr. B¹ Dressed	LAMBS Gd. Handyweights
Toronto	$33.50	$36.36	$28.60	$33.13
Montreal	....	37.40	29.10	31.10
Winnipeg	32.62	35.00	28.77	32.30
Calgary	33.23	35.15	30.70	29.79
Edmonton	32.50	36.50	30.10	29.00
Lethbridge	33.60	33.00	31.20	29.00
Pr. Albert	32.50	32.90	28.10	29.30
Moose Jaw	31.75	33.75	28.10	....
Saskatoon	31.50	35.00	27.60	27.50
Regina	32.20	33.10	29.10	29.60
Vancouver	34.50	35.45	....	....

*Dominion Government premiums not included.

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John J. Felin & Co.

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PHILADELPHIA 40, PENNA.

SLAUGHTER REPORTS

Special reports to THE NATIONAL PROVISIONER, showing the number of livestock slaughtered at 13 centers for the week ending Sept. 29.

	Week ended Sept. 29	Prev. Week	Cor. Week 1950
CATTLE			
Chicago‡	18,257	17,103	23,162
Kansas City‡	18,712	16,755	20,767
Omaha*‡	11,043	13,042	23,304
E. St. Louis‡	8,444	9,206	8,857
St. Joseph‡	6,608	6,563	8,576
Sioux City‡	12,853	13,551	....
Wichita‡	3,790	3,607	4,005
New York & Jersey City†	11,190	9,434	7,260
Okla. City*‡	8,479	6,869	6,927
Cincinnati§	6,311	4,535	4,929
Denver‡	7,588	7,330	9,421
St. Paul‡	10,256	9,796	16,237
Milwaukee‡	4,608	3,640	3,903
Total	128,199	121,431	136,848
HOGS			
Chicago‡	38,872	33,741	39,242
Kansas City‡	14,672	13,988	24,762
Omaha‡	44,099	39,217	33,207
E. St. Louis‡	29,187	20,920	36,650
St. Joseph‡	27,022	21,737	24,216
Sioux City‡	27,201	18,951	....
Wichita‡	13,392	9,744	9,769
New York & Jersey City†	52,741	52,097	45,550
Okla. City‡	12,659	10,240	10,640
Cincinnati§	18,216	16,287	17,562
Denver‡	11,822	10,755	10,515
St. Paul‡	30,433	25,011	37,882
Milwaukee‡	8,414	6,104	6,976
Total	328,730	278,792	296,971
SHEEP			
Chicago‡	3,680	4,598	4,966
Kansas City‡	4,413	5,926	14,332
Omaha‡	12,960	14,271	13,043
E. St. Louis‡	4,136	4,115	8,531
St. Joseph‡	7,500	7,855	8,870
Sioux City‡	2,580	2,899	....
Wichita‡	748	787	1,286
New York & Jersey City†	44,699	47,991	35,901
Okla. City‡	3,630	5,142	2,690
Cincinnati§	283	679	1,149
Denver‡	15,876	14,104	15,361
St. Paul‡	4,549	3,128	6,043
Milwaukee‡	992	663	1,218
Total	106,046	112,458	113,390

*Cattle and calves.
†Federally inspected slaughter, including directs.
‡Stockyards sales for local slaughter.
§Stockyards receipts for local slaughter, including directs.

LIVESTOCK PRICES AT LOS ANGELES

Prices paid for livestock at Los Angeles on Thursday, October 4, were reported as shown in the table below:

CATTLE:

Steers, choice	$35.00@35.50
Steers, util.	31.00 only
Cows, com'l	28.50@30.00
Cows, util.	24.00@27.50
Cows, can. & cut.	19.00@23.00
Bulls, utility & com'l.	27.00@30.50

VEALERS:

Com'l & good	$30.00@34.00

HOGS:

Gd. & ch., 197/240	$23.25@23.75
Sows, med. & ch.	18.50@19.00

NEW YORK RECEIPTS

Receipts of salable livestock at Jersey City and 41st st., New York market for week ended September 28:

	Cattle	Calves	Hogs*	Sheep
Salable	409	1,201	607	348
Total (incl. directs)	5,644	2,989	24,814	22,151
Prev. wk.: Salable	294	759	576	566
Total (incl. directs)	4,439	3,072	26,198	25,148

*Including hogs at 31st street.

CHICAGO LIVESTOCK

Supplies of livestock at the Chicago Union Stockyards for current and comparative periods:

RECEIPTS

	Cattle	Calves	Hogs	Sheep
Sept. 27	2,638	378	14,241	1,647
Sept. 28	964	653	12,458	606
Sept. 29	186	50	7,191	436
Oct. 1	12,658	449	13,666	2,140
Oct. 2	5,963	472	14,911	4,156
Oct. 3	8,500	300	12,000	2,500
Oct. 4	2,000	300	11,500	1,300
*Week so far	29,121	1,521	52,077	10,096
Week ago	36,623	1,538	57,516	8,622
1950	35,892	2,088	57,503	10,073
1949	35,196	2,431	58,818	12,242

*Including 62 cattle, 16,033 hogs and 2,648 sheep direct to packers.

SHIPMENTS

	Cattle	Calves	Hogs	Sheep
Sept. 27	1,995	89	1,134	778
Sept. 28	1,245	17	1,544	508
Sept. 29	551	41	131	...
Oct. 1	4,020	44	1,580	582
Oct. 2	3,227	214	1,046	815
Oct. 3	2,700	200	200	500
Oct. 4	1,500	100	1,100	800
Week so far	11,447	558	3,926	2,697
Week ago	15,450	465	6,485	3,052
1950	13,026	241	3,983	1,473
1949	11,995	358	4,820	3,055

SEPTEMBER RECEIPTS

	1951	1950
Cattle	134,357	154,703
Calves	10,160	8,284
Hogs	258,782	237,607
Sheep	37,392	47,984

SEPTEMBER SHIPMENTS

Cattle	70,314	55,910
Hogs	30,316	25,154
Sheep	12,269	10,940

CHICAGO HOG PURCHASES

Supplies of hogs purchased at Chicago, week ended Thursday, October 4:

	Week ended Oct. 4	Week ended Sept. 29
Packers' purch.	36,299	36,219
Shippers' purch.	6,061	8,410
Total	42,360	44,629

CANADIAN KILL

Inspected slaughter in Canada, week ended September 22:

	Wk. Ended Sept. 22	Same Wk. Last Yr.
CATTLE		
Western Canada	11,252	14,868
Eastern Canada	13,208	15,449
Total	24,460	30,717
HOGS		
Western Canada	20,843	18,034
Eastern Canada	47,209	52,958
Total	68,052	70,992
SHEEP		
Western Canada	4,670	6,720
Eastern Canada	17,397	19,053
Total	22,067	25,773

BALTIMORE LIVESTOCK

Livestock prices at Baltimore, Md., on Thursday, October 4, were as follows:

CATTLE:

Steers, gd. & ch.	$33.25@37.50
Cows, com'l	27.25@31.50
Cows, ut. & com'l.	17.50@23.00
Bulls, com'l	28.00@30.50
Bulls, utility	25.00@27.50
Bulls, cutter	22.00@25.00
Heifers, gd.	30.00@32.00

VEALERS:

Choice & prime	$35.00@41.00
Com'l & good	28.00@35.00
Cull & utility	19.00@28.00

HOGS:

Gd. & ch., 185/200	$23.50 only
Sows, 400/down	17.50@20.00

SHEEP:

Choice & prime	$32.00@34.00
Cull & gd.	25.00@29.00

PACKERS' PURCHASES

Purchases of livestock by packers at principal centers for the week ending Saturday, September 29, 1951, as reported to The National Provisioner:

CHICAGO

Armour, 5,480 hogs; Swift, 2,016 hogs; Wilson, 1,780 hogs; Agar, 6,672 hogs; Shippers, 8,160 hogs; Others, 22,924 hogs.

Total: 18,257 cattle; 1,326 calves; 47,032 hogs; 3,680 sheep.

KANSAS CITY

	Cattle	Calves	Hogs	Sheep
Armour	3,965	1,212	4,640	2,016
Cudahy	1,875	1,106	5,302	2,397
Wilson	919	1	...	...
Others	9,632	2	4,730	...
Total	16,391	2,321	14,672	4,413

OMAHA

	Cattle and Calves	Hogs	Sheep
Armour	3,588	9,423	1,761
Cudahy	1,846	4,426	1,356
Swift	2,407	6,112	2,642
Wilson	713	3,843	1,611
Cornhusker	479	...	...
Eagle	98	...	...
Gr. Omaha	247	...	...
Hoffman	100	...	...
Rothschild	629	...	...
Roth	986	...	...
Kingan	579	...	...
Merchants	100	...	...
Midwest	80	...	...
Omaha	220	...	...
Union	401	...	...
Others	...	10,483	...
Total	12,483	34,287	7,370

E. ST. LOUIS

	Cattle	Calves	Hogs	Sheep
Armour	1,809	1,382	8,695	2,733
Swift	2,241	2,192	7,594	1,403
Hunter	730	...	4,005	...
Heil	...	...	2,688	...
Krey	...	...	3,441	...
Laclede	...	...	1,017	...
Selloff	...	...	1,747	...
Total	4,870	3,574	29,187	4,136

SIOUX CITY

	Cattle	Calves	Hogs	Sheep
Armour	1,063	2	6,140	815
Cudahy	2,145	6	6,118	526
Swift	1,441	1	3,735	484
Shippers	7,330	57	11,151	755
Others	274	2	37	...
Total	12,853	68	27,201	2,580

ST. JOSEPH

	Cattle	Calves	Hogs	Sheep
Swift	1,192	288	11,512	3,505
Armour	2,738	256	10,073	1,490
Others	6,188	1,123	4,113	3,317
Total	10,118	1,667	25,698	8,312

Does not include 5,404 hogs and 2,500 sheep bought direct.

WICHITA

	Cattle	Calves	Hogs	Sheep
Cudahy	983	506	3,670	748
Guggenheim	368	...	...	...
Dunn-Ostertag	26	...	...	...
Dold	68	...	790	...
Sunflower	10	...	67	...
Pioneer	53	...	...	...
Excel	452	...	...	...
Others	2,776	...	804	361
Total	4,736	506	5,331	1,109

OKLAHOMA CITY

	Cattle	Calves	Hogs	Sheep
Armour	2,539	552	1,388	120
Wilson	2,004	622	1,279	173
Others	72	...	1,565	...
Total	4,615	1,174	4,232	293

Does not include 1,474 cattle, 1,216 calves, 8,427 hogs and 3,337 sheep bought direct.

LOS ANGELES

	Cattle	Calves	Hogs	Sheep
Armour	32	...	710	...
Cudahy	167	...	359	...
Swift	306	131	223	...
Wilson	20	...	...	...
Acme	295	3	...	...
Atlas	371	...	...	...
Clougherty	26	...	144	...
Coast	149	...	88	...
Harman	68	...	...	...
Luer	6	62	390	...
United	139	...	322	...
Others	3,693	532	80	...
Total	5,272	728	2,316	...

CINCINNATI

	Cattle	Calves	Hogs	Sheep
Gall	...	...	...	279
Kahn's	...	...	...	...
Lohrey	...	...	1,127	...
Meyer	...	...	...	...
Schlachter	257	34	...	...
Northside	...	...	...	...
Others	3,910	760	17,507	815
Total	4,167	794	19,466	1,094

Does not include 1,689 cattle and 1,400 hogs bought direct.

DENVER

	Cattle	Calves	Hogs	Sheep
Armour	615	112	3,276	15,705
Swift	974	51	1,920	5,488
Cudahy	808	17	2,936	2,971
Others	3,696	308	3,329	1,056
Total	6,093	488	11,461	25,220

FORT WORTH

	Cattle	Calves	Hogs	Sheep
Armour	1,223	2,369	1,274	4,086
Swift	2,076	1,080	1,246	9,877
Blue Bonnet	434	12	292	...
City	358	2	...	...
Rosenthal	512	25	...	...
Total	4,603	3,488	2,812	13,963

ST. PAUL

	Cattle	Calves	Hogs	Sheep
Armour	3,382	1,810	11,200	1,814
Bartusch	951	...	...	...
Cudahy	377	333	...	1,146
Rifkin	934	...	...	...
Superior	1,634	...	...	...
Swift	2,978	808	19,224	1,589
Others	3,638	2,693	11,341	2,697
Total	13,894	5,734	42,774	7,246

TOTAL PACKER PURCHASES

	Week ended Sept. 29	Prev. Week	Cor. week 1950
Cattle	114,185	117,171	107,075
Hogs	249,003	220,058	251,968
Sheep	78,322	74,902	93,477

CORN BELT DIRECT TRADING

Des Moines, Ia., Oct. 4—Prices at the ten concentration yards and 11 packing plants in Iowa and Minnesota were:

Hogs, good to choice:

160-180 lbs.	$17.75@20.75
180-240 lbs.	20.25@22.00
240-300 lbs.	20.50@22.00
300-360 lbs.	19.75@21.25

Sows:

270-360 lbs.	$19.25@20.25
400-550 lbs.	17.00@18.75

Corn belt hog receipts were reported as follows by the U. S. Department of Agriculture:

	This week estimated	Same day last wk. actual
Sept. 28	47,000	48,500
Sept. 29	44,500	41,000
Oct. 1	60,000	61,000
Oct. 2	50,000	54,000
Oct. 3	55,000	49,000
Oct. 4	65,000	50,000

LIVESTOCK RECEIPTS

Receipts at 20 markets for the week ended September 29 with comparisons, are shown in the following table:

	Cattle	Hogs	Sheep
Week to date	332,000	482,000	266,000
Previous week	329,000	437,000	292,000
Same wk. 1950	333,000	456,000	325,000
1951 to date	8,605,000	19,607,000	6,569,000
1950 to date	9,099,000	16,962,000	7,143,000

PACIFIC COAST LIVESTOCK

Receipts at leading Pacific Coast markets, week ending September 27:

	Cattle	Calves	Hogs	Sheep
Los Angeles	6,700	1,575	2,450	175
N. Portland	2,010	485	1,175	1,790
S. Francisco	1,100	115	2,000	5,850

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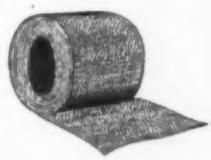

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MEAT SUPPLIES AT NEW YORK

(Receipts reported by the U.S.D.A., Production & Marketing Administration)

	Carcasses
STEER AND HEIFER:	
Week ending Sept. 29, 1951	6,709
Week previous	7,958
Same week year ago	14,489
COW:	
Week ending Sept. 29, 1951	3,085
Week previous	3,401
Same week year ago	1,715
BULL:	
Week ending Sept. 29, 1951	952
Week previous	636
Same week year ago	963
VEAL:	
Week ending Sept. 29, 1951	14,470
Week previous	15,064
Same week year ago	14,290
LAMBS:	
Week ending Sept. 29, 1951	16,748
Week previous	12,794
Same week year ago	34,424
MUTTON:	
Week ending Sept. 29, 1951	635
Week previous	939
Same week year ago	714
HOG AND PIG:	
Week ending Sept. 29, 1951	11,335
Week previous	12,891
Same week year ago	15,520
PORK CUTS:	Pounds
Week ending Sept. 29, 1951	1,347,361
Week previous	1,154,979
Same week year ago	1,549,338
BEEF CUTS:	
Week ending Sept. 29, 1951	60,821
Week previous	142,329
Same week year ago	97,837
VEAL AND CALF CUTS:	
Week ending Sept. 29, 1951	10,776
Week previous	18,258
Same week year ago	25,441
LAMB AND MUTTON CUTS:	
Week ending Sept. 29, 1951	2,670
Week previous	6,190
Same week year ago	1,340
BEEF CURED:	
Week ending Sept. 29, 1951	9,348
Week previous	22,551
Same week year ago	7,585
PORK CURED AND SMOKED:	
Week ending Sept. 29, 1951	483,266
Week previous	460,449
Same week year ago	625,400
LARD AND PORK FATS†:	
Week ending Sept. 29, 1951	28,496
Week previous	28,357
Same week year ago	193,373
LOCAL SLAUGHTER	
CATTLE:	
Week ending Sept. 29, 1951	11,190
Week previous	9,436
Same week year ago	7,200
CALVES:	
Week ending Sept. 29, 1951	10,183
Week previous	9,306
Same week year ago	9,647
HOGS:	
Week ending Sept. 29, 1951	52,661
Week previous	52,097
Same week year ago	46,550
SHEEP:	
Week ending Sept. 29, 1951	44,690
Week previous	47,991
Same week year ago	35,901
COUNTRY DRESSED MEATS	
VEAL:	
Week ending Sept. 29, 1951	7,582
Week previous	6,477
Same week year ago	6,000
HOGS:	
Week ending Sept. 29, 1951	....
Week previous	....
Same week year ago	....
LAMB AND MUTTON:	
Week ending Sept. 29, 1951	207
Week previous	52
Same week year ago	142

†Incomplete.

WEEKLY INSPECTED SLAUGHTER

Slaughter at 32 centers during the week ended September 29 was reported by the U. S. Department of Agriculture as follows:

NORTH ATLANTIC	Cattle	Calves	Hogs	Sheep & Lambs
New York, Newark, Jersey City	11,190	10,183	52,741	44,690
Baltimore, Philadelphia	7,111	1,089	26,652	815
NORTH CENTRAL				
Cincinnati, Cleveland, Indianapolis	11,822	1,627	60,669	3,596
Chicago Area	21,875	5,387	87,749	6,474
St. Paul-Wisc. Group[1]	19,326	13,535	107,525	7,374
St. Louis Area[2]	11,491	8,449	72,016	7,309
Sioux City	5,305	8	27,636	4,919
Omaha	14,218	627	62,312	15,467
Kansas City	14,449	3,965	30,694	5,588
Iowa and So. Minn.[3]	11,025	2,935	197,161	17,824
SOUTHEAST[4]	7,388	4,600	24,507	....
SOUTH CENTRAL WEST[5]	20,454	11,476	58,942	29,963
ROCKY MOUNTAIN[6]	7,397	755	14,916	19,832
PACIFIC[7]	20,753	1,500	34,294	28,234
Grand total	183,804	66,145	857,814	192,094
Total week ago	174,356	58,656	835,441	189,283
Total same week year ago	223,145	80,869	832,441	215,158

[1]Includes St. Paul, So. St. Paul, Newport, Minn., and Madison, Milwaukee, Green Bay, Wisc. [2]Includes St. Louis National Stockyards, E. St. Louis, Ill., and St. Louis, Mo. [3]Includes Cedar Rapids, Des Moines, Fort Dodge, Mason City, Marshalltown, Ottumwa, Storm Lake, Waterloo, Iowa, and Albert Lea, Austin, Minn. [4]Includes Birmingham, Dothan, Montgomery, Ala., and Albany, Atlanta, Columbus, Moultrie, Thomasville, Tifton, Ga. [5]Includes So. St. Joseph, Mo., Wichita, Kans., Oklahoma City, Okla., Ft. Worth, Texas. [6]Includes Denver, Colo., Ogden and Salt Lake City, Utah. [7]Includes Los Angeles, Vernon, San Francisco, San Jose, Vallejo, Calif.

NOTE: Packing plants included in above tabulations slaughtered approximately the following percentages of total slaughter under federal inspection during: August 1951—Cattle, 71.2; calves, 62.1; hogs, 74.1; sheep and lambs, 84.8.

SOUTHEASTERN RECEIPTS

Receipts of livestock at eight southern packing plants located at Albany, Columbus, Moultrie, Thomasville and Tifton, Georgia; Dothan, Alabama; Jacksonville and Tallahassee, Florida, during the week ended September 28:

	Cattle	Calves	Hogs
Week ending Sept. 28	2,290	1,269	13,163
Week previous	2,434	1,030	12,494
Corresponding week last year	1,823	2,951	14,192

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POSITION WANTED

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BY-PRODUCTS SUPERVISOR: Thorough knowledge of lard, inedible rendering, hides, tankage, meat scraps. W-392, THE NATIONAL PROVISIONER, 15 West Huron St., Chicago 10, Ill.

SUPERINTENDENT: 25 years' experience. Production, processing, rendering, refrigeration, maintenance, labor relations. Cost conscious and efficient. W-399, THE NATIONAL PROVISIONER, 15 West Huron St., Chicago 10, Ill.

HELP WANTED

WANTED: Experienced man to take complete charge of beef killing, refrigeration and boning operations in Mexico. Give full particulars, experience, references, family status, salary, etc. Reply to W-388, THE NATIONAL PROVISIONER, 15 West Huron St., Chicago 10, Ill.

HELP WANTED

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and
REFRIGERATING ENGINEER

Qualified to take charge of medium size industrial food plant as chief engineer. Supervising blue print drafting, new construction, refrigeration and maintenance foreman. Salary commensurate in line with ability and qualifications. Address Box W-400, THE NATIONAL PROVISIONER, 15 West Huron St., Chicago 10, Ill.

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SALES ENGINEER WANTED
CHOICE TERRITORY AVAILABLE
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BOX D., CINCINNATI 16, OHIO

EASTERN INDEPENDENT PACKER is seeking services of one cutting room supervisor, one kill foreman, and one lard and inedible rendering superintendent. Write, giving complete resume of experience to W-403, THE NATIONAL PROVISIONER, 11 East 44th St., New York 17, N. Y.

CURING FOREMAN

Old established packer located in northeastern Ohio city has opening for experienced curing and smoking foreman. Write full particulars to W-401, THE NATIONAL PROVISIONER, 15 West Huron St., Chicago 10, Ill.

SHIPPING FOREMAN: Ohio packer has opening for experienced foreman to take charge of night operations, order filling, packing and truck loading. W-402, THE NATIONAL PROVISIONER, 15 West Huron St., Chicago 10, Ill.

WORKING FOREMAN for sausage kitchen in large west Texas town. Salary and commission. Must be sober and have good references. Write W-396, THE NATIONAL PROVISIONER, 15 West Huron St., Chicago 10, Ill.

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